Opening the gates to Sweden
*A case study of the development of a marketing project for a non-profit association*

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ACKNOWLEDGEMENTS

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To my mum an amazing woman who has always believed in me and inspired me to reach for my dreams.
SUMMARY

In today’s competitive business world, marketing is no longer considered a radical approach for the needs of public and non-profit organizations. The change in organizational need has led to rapidly broadened and deepened applications and marketing is nowadays seen as a management tool for success. The biggest problems non-profits faces today are resource limitations, management and organisation problems.

The Swedish Chamber of Commerce in France is a non-profit association in change. With the application of the commercial division and through the opening of the Business Centre in Paris the CCSF have engaged itself to be more business-oriented. A marketing project was implemented with the objective of promoting, informing and establishing a new network in Sweden.

Having the responsibility of the management of this project my research question is: How is a marketing project of an organization with limited resources such as the CCSF to be conducted to promote a new commercial activity in a non-profit association context? The purpose of this study is to investigate how to conduct a marketing project in order to guide non-profit organizations with limited resources that want to commercialize their services, with the particular case of the CCSF.

The theories used to fulfill the purpose in this study are mainly as a support in the construction of a project process. The framework involves project management theories, the strategic planning and the marketing theories. A qualitative approach was used opting for a deductive method since the outcomes of my study where going to be supported in my theoretical frame. Furthermore project management methodology was described for the practical work. The empirical chapter described the case of the project, the different actors involved and the results form the communication phase. The projects targeted groups were eight Swedish regional Chambers of offices two French institutions in Sweden; Invest in France and Maison de la France and twenty travel agencies in Sweden having France and business events in their offer. The project was concentrated in two principal areas: the relationship building and creating value to the service offer.

The result of my study discusses the key steps to the construction of the project process in a non-profit association context and recommends how to overcome constraints of limited resources, in order to help non-profit organization allocate their resources and become more competitive.
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1 INTRODUCTION

This chapter will introduce the reader into the projects background, the problematic, the research question and the purpose of the project.

1.1 Background

Sweden is the second most important foreign investor in France based on the number of sustained or created jobs, according to a report made by IFA in 2007, Invest in France Agency\(^1\). Thus, Swedish corporations are highly established and representative in the French market. With 4131 new employments created in France, the Swedish investments projects are constantly augmenting and nowadays Swedish companies are found in all sectors of activities and national regions in France with a concentration of 26 % in the region of Paris\(^2\). This could mean a potential increment in Swedish exports towards the French market.

The positive trade between Sweden and France gives the Swedish Chamber of Commerce in France (CCSF) an important role in the representation and establishment of corporations wanting to expand their activities abroad in the French and in the Swedish market. The objective of the Swedish Chamber of Commerce is to promote and develop business and corporate relations between Sweden and France.\(^3\)

The Swedish Chamber of Commerce in France is an association that was founded in 1915 and has been of great importance to Swedish companies through the years for the development of the business and industrial relations between Sweden and France. The variation of activities has expanded with time. Among its principal activities involves offering debates, seminars, conferences, business-lunches, publishing the Swedish-French yearbook, the magazine LIENS, the official homepage as well as proposing a valuable network and knowledge in the field of business and industrial relations. In 1975 the Swedish house, were the Swedish Chamber of Commerce was located before, was affected by a bomb attack and Sweden has been missing a Business Centre in France ever since.

A new Business Centre was opened and inaugurated by the Swedish King Carl XVI Gustaf the 16\(^{th}\) of October 2007. The new Business Centre will function as a platform for Swedish business relations in France. The location is in the heart of Paris business area and there has been a significant project investment which involves several international Swedish and Swedish related companies such as IKEA, H&M, Volvo, SEB, Ericsson, Electrolux and Tetra Pak among others.

As a consequence of the opening of the Business Centre, a new commercial division has seen new light and the Chamber of Commerce has expanded its activities and offers new services. The new services include the rental of offices, the rental of conference halls, registration of address, the research of associates, the organization of seminars, the organization of business travels, the organization of enterprise events, help with logistics for exhibitions and events among other services.

\(^1\) AFFI « Rapport 2007 sur les investissements étrangers en France » p.21
\(^2\) Ibid p.21
\(^3\) http://www.ccsf.fr/se/presentation/index.html 020508 h.16.07
The marketing and communication of the new services was first obtained through the attention and media buzz it obtained from the Business Centre inauguration, the committees, the business relations in France and through the institutional magazine LIENS and its official homepage.

This is however not longer sufficient within a competitive market, and the promotion needs a more intense strategy in order to obtain a marketing optimization, to create customer value within the offer and reach out to new potential customers and enterprises in the Swedish market, gain a larger collaborating network and to become more business-oriented.

The CCSF is categorized as a non-profit association according to the French law of 1901 and is divided in two main parts; one totally dependant on its member’s fees to financially support its activities and a commercial part which include the Business Centre and is lucrative⁴.

1.2 Problem discussion

The number of non-profits is nowadays important worldwide. The non-profits are mainly identified by its way of funding, some of the ways can be; profits from services and activities however most non-profits are in the service businesses. Nevertheless the characteristic of a non-profit or non-governmental organisation (NGO) can also be commercial, they than count on the charges from users or members⁵ as the case of the CCSF.

A major problem facing most non-profit organizations today is the lack of time, work force, skills and funding to achieve the mission they or society has established for them. Consequently they must become experts in securing additional manpower, skills and financial resources. As a result more and more NGOs are accepting corporate marketing into their organisational departments when seeking for help in the implementation of the right strategy. The implementation of the chosen long term corporate strategy can define the long –term success or failure of the organization⁶. Implementing new ideas and practices are important for an organization in the constantly changing environment. Without new ideas an organization risks to stagnate. However, there is a challenge with change when it comes to overcome the barriers during the implementation process and to be successful in the process from idea to practice. It is important for organizations to have a plan during the implementation process to truly understand the process and its objectives.⁷ The traditional view of established boundaries is not longer accurate in today’s international business environment. To be more competitive businesses are now changing their strategies and the changes are being support by systems and technology. Organizations are interested in systems that support fast changes within new service offers.⁸ There are many changes in today’s systems and how the traditional organization functions. The private sector is more social responsible and the public sector is focusing more on productivity gains and the value of specific activities and programs.⁹

Commercial business and non-profit organization share both similarities and differences. One of the similarities they share is that they both operate in a competitive environment. However the activities

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⁴ http://www.ccsf.fr/se/presentation/index.html 020508 h.16.07
⁵ Kotler Philip Andreasen Alan, Strategic marketing for non profit organizations (Prentice Hall Inc: 1991), p.14
and the organizational structure differ. The non-profit organizations and associations are expected to operate for the “public’s interest” and due to the problem of limited resources it becomes a challenge to face when planning and implementing activities to gain beneficial exchange with their public.  

As mentioned the CCSF can be categorized as a non-profit association. However in order to be entirely adapted to the growing market competition the CCSF has engaged itself to become business-oriented through a commercial division. For this reason services has been divided in a division aimed for its members and a commercial division aimed for members and non-members. The restructure of a commercial division implemented in a non-profit association has created different needs and objectives in the organization and brought another challenging dimension to its organizational structure. This is also the reason why the project for the promotion of the Business Centre approaches a new target group in Sweden. The services are otherwise only directed to the members of the CCSF.

The year 2007 was a hectic year with plenty of activities in the agenda and an expansion of members and the new added services with the Business Centre were to be implemented and developed through a limited workforce. The main focus was laid on the French market and the already existing Swedish companies in France. This phase may be comparable to the start-up phase of a company where there are different goals and challenges in the workplace with different demands on time and commitment, however also incentives to achieve their organizational objectives.

The commercial division of the CCSF has engaged itself to be more business-oriented however still having to consider its position as an association and its applicable resources.

Thus, having this as a background the research question I am going to develop in this study is:

**How is a marketing project of an organization with limited resources such as the CCSF to be conducted to promote a new commercial activity in a non-profit association context?**

The results from this study are expected to be used as recommendations for groups working in NGOs facing limited resources.

### 1.3 Purpose

The purpose of the study is to investigate how to conduct a marketing project in order to guide non-profit organizations with limited resources that want to commercialize their services, with the particular case of the CCSF.

### 1.4 Limitations

One of the most important aspects when choosing a subject is to be able to limit the study so that it does not cover several larger areas. I will limit the project to the Swedish market focusing on institutions and travel agencies in Sweden. The objective of this choice was to limit my study to service-oriented organizations in Sweden which share an interest in the French market or in exports, have a large network or which may have a future collaboration with the Swedish Chamber of Commerce.

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11 Crapper Martin, *Do I really want to work for a start-up?*, Electronics Weekly; 2008, Issue 2329, p.23
Commerce in France I will however develop my choice more thoroughly in the methodology chapter.

Furthermore I will use the terminology of non-profit association and non-profit organization and NGO with the same significance in this study.
2 THEORETICAL FRAMEWORK

This chapter will introduce into the different theories that were chosen for the implementation of the project. A presentation of organizational change, project management theories, marketing strategy theories and different marketing theories will be given to understand the context of the process involved.

2.1 Introduction

The theories chosen had to cover several aspects of the project. First of all I have decided to introduce theories of how marketing can be involved in a non-profit organization. This will be a necessary part to see the characteristics of a non-profit when generalizing the study. Thereafter I will introduce theories about how change in management can affect an organization. These two theories will be the background when implementing the project process. The intention in this theoretical part is to give a complete overview of how a marketing project can be developed from idea to implementation for the commercialization of new services. Since the investigation is about how to conduct a marketing project for the benefit of a non-profit organization such as the CCSF I will show in my theories how a marketing project process can be developed. It is than necessary to choose a theory that concerns all the parts of the project. I believe the principal parts of the project are: the projects phases, the projects strategies and the combination of different theories in the service sector to implement a convenient marketing mix into the project.

Thereafter some theories about how marketing strategies can be applied in projects will be introduced to move on to the different marketing theories that are often implemented in the service sector. The focus will lie on three aspects of the marketing strategic theories; Relationship marketing, Place Marketing and Service marketing. Furthermore the chapter will highlight some parts of the marketing strategy which will be the communication, the segmentation. The Communication theories will give the reader information of what media channels which can be chosen to send the information and how to elaborate the message. Finally the segmentation theories will answer the questions of which markets to approach, which target groups and why.

I will initiate the chapter with the “background” theories which are the theories of non-profits and marketing and change in an organization. I believe these theories are important to understand the problematic when implementing a new project into a non-profit organization.
2.2 Non-profit organizations and marketing

The definition of a non-profit organization is highly discussed since even in the non-profit sector there are corporations that have activities for sales and profits. There are however suggestions that it’s principally the funding that differ the non-profit from the private organizations. The non-profit can be funded in several ways some examples are; profits from services and activities (most non-profits are in the service businesses), government revenues, voluntary donations and member fees. Nevertheless it is necessary to make a distinction by the organizational form of the venture (association, corporation, partnership, foundation). The characteristic of a non-profit can also be commercial, they than count on the charges from users or members.13

Marketing has a wide range of utility in non profit context because they often offer a wide range of activities and services that need to be commercialized since they need to bring in revenue; the strategies are not very different from the strategies and findings that are used to profit making organizations. Hence marketing is nowadays considered as an effective management tool for all organizations. Nonetheless marketing strategies requires often resource attraction or resource allocation in non-profits since most of them depend on donations and grants, moreover differential strategies and a more consumer oriented adoption14. A major problem facing most non-profit organizations is the lack of time, work force, skills and financial resources to achieve the mission they or society has established for them. Consequently they must become experts in securing additional manpower, skills and financial resources, this is also a marketing task.15 Another hindrance has been the view of marketing around non-profit organizations. Many organizations believe that they owe their public an explanation of the benefits they are seeking to accomplish through the marketing; marketing is seen as intrusive or as manipulative and not necessary.16 Non profit organizations carry out less marketing research than they should because of certain myths they adopt where they believe that it takes to long time, that it’s expensive and that it’s not necessary. Research most be planned strategically with a mission, strategy, implementation plan and control, it provides a good framework when designing specific research projects.17

If marketing management is to be correctly introduced and accepted in an organization Kotler and Andreasen suggests that there are several considerations think about:

- Limited understanding of marketing by present organization members should be accommodated
- The translation of for profit marketing to the specific non-profit context should not be done without thinking
- It should be recognized that the organization is already implementing marketing within it’s own activities, marketing will be accepted more easily accepted with its own organizational language
- The selection should be carefully done of early marketing projects. Some of the criteria for these projects should be: They should be completed within a short to medium time period, they should use a limited portion of available resources and they should neither be unimportant nor central to the organization.

14 Ibid p.22
15 Ibid p.336
16 Ibid p.24
17 Ibid p.255
As Yorke quotes:
“An organization is not established purely to produce something or to supply a service as efficiently as possible it is there to achieve its corporate objectives by giving customer satisfaction. Consequently, marketing begins and ends and an organization is said to be “market-oriented” when its management bends its thinking in this way. In essence, a market oriented organisation is constantly attempting to match its resources, both current and accessible to the needs of the market in order to achieve its corporate objectives. Too many organizations, however, cannot or will not accept this principle and given the competitive nature of world “markets”, those that do not are sooner or later doomed.”

Bending an organization’s thinking it’s a change in an organizations structure. As Yorke states in this paragraph, it’s very important to an organizations development and to be competitive in the market.

### 2.3 Organizational Change

Organizational change is a process of adaptation and learning that can proceed for several years. Change is almost always a difficult process for people and organizations. The change process is specific to each organization. Researchers often talk about two types of change, the fundamental and the incremental change. Fundamental change often comes as an attempt to meet environmental demands such as increased competition. It is defined as actions that alter the very character of the organization. Incremental change is on the other hand a progressive movement towards and organizational objective. It’s the attempt to improve current operations to meet future organizational goals. Teare and Monk argue that organizations can learn to handle change by detecting the drivers and sources of resistance to change. They present a model of how to learn from change where the organization goes from dynamic instability (characterized by an unstructured learning environment) to dynamic stability (where learning from change becomes a strategic way of working) in different steps. Constant reactive change so called “fire fighting” can cause dynamic instability this occurs if three or more of the mentioned elements are occurring frequently:

- Time is insufficient to solve all the problems properly
- Solutions are not complete, many problems are patched not solved which means that the organization only deals with the superficial effects
- Urgency supersedes importance, which means progresses and priorities are interrupted due to other problems.
- Many problems become crisis; problems are handled just before deadlines.

Learning from change when working and managing projects involves laying out foundations in the organizational structure, striving for dynamic stability involves:

- Working and planning in a more creative level
- Trust, risk taking and helping a team member is important so that conflict can be identified and handled.

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- Building from the knowledge about the products and processes rather than engaging in something new and unknown
- Understanding the challenges of complexity in the market place, the products and the organization itself.
- Focusing on the desired outcomes by actions such as requiring new knowledge on how to develop and implement the best possible solutions.

![Figure 1: The learning from change process](image)

The change in the organization is brought by a different way of working. The different way of working can be implemented through a particular project.

### 2.4 Project Management

#### 2.4.1 The Project Mechanisms

Organizations consist of various processes and projects. The different procedures demonstrate how to get work done on a daily basis. This keeps the organization operational. The projects on the other hand are short-term efforts you do to meet the organization’s strategic objectives. They function in the way of how organizations implement changes.²³

Organizations are nowadays more and more turning to project management in their competitive advantage strategies to be more competitive in the international marketplace.²⁴ Project management can have strategic value when an evident connection is seen between how efficiently and effectively a project is performed and in which extent the projects products and services create business value.²⁵ Hodgson argues that project management is nowadays seen as a universal and politically neutral toolkit of techniques which enable the continuous control of different working processes and furthermore it functions in any sector.²⁶

A project can be seen as different mechanisms integrated in a conversion process. The project manager receives a want or a need, a so called input from the part of the organization. They are than required to be the integrator of the elements of the project. In other words the project manager has to lead the need or want through the available resources and under the conditions imposed by the constraints to finally reach the output or satisfied need. This is an ongoing process that will last until the project is finished.²⁷ A describing model follows.

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²⁷ Maylor Harvey, *Project Management* (Harlow; Person Education: 2003), p. 26
The mechanisms in which the output objective is achieved involves: *people* in a both direct and indirect way, *knowledge and expertise*, *financial resources*, *tools and techniques*; which are the means for the organisation of the work with the existing resources and finally the *technology* which are the physical assets that will be partly or completely present through all the conversion process.

### 2.4.2 Project phases

The process of the project can be explained more thoroughly through different stages in the process of project management. Hodgson explains that the project life cycle (PLC) is a standardized model which describes the natural order of a project process from thought to action. It involves five different stages being: *Conception*, *Feasibility* (which also includes definition and development), *Implementation*, *Operation* and *Termination*.

The *conception* stage of the project involves setting out essential requirements which are outside the project manager’s responsibility either coming from the organization internally or from the client externally.

The *definition* stage entails breaking down the concept into project areas from the general requirements.

The *development* stage involves setting out the objectives and techniques by which each project area will be reached, meaning the allocation of responsibility and resources.

The *implementation* stage regards the administrative and technical sides within the initiation of the project plan. Finally the *operation* stage is the initiation of the outcome of the project and the *Termination* stage is the complete project finished.

Nevertheless the life cycle of a project can be divided into different sequential stages that in general differ depending on the work, the actors involved, the outcomes that are expected and how the project is controlled. In fact in large projects the project life-cycle can be reproduced in each phase because each phase becomes as a mini-project of its own. Thus, cycle within cycles is common in many project processes. A common way to see the different stages of a project process can also be described in the four phases (the 4-D) of project management.

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28 Maylor Harvey, *Project Management* (Harlow; Person Education: 2003), p. 25
31 Maylor Harvey, *Project Management* (Harlow; Person Education: 2003), p. 28
32 Ibid p. 28
1) **Define the project** – This phase is to explain the project, what it is about, how it intends to develop and its objectives. It is here that an investigation of the possibilities is made and how to tackle the constraints presented.

2) **Design the process** – Construct supporting models and plans to show how the work will be divided and developed and to determine the optimum process.

3) **Deliver the process** - Implement the project according to the models and plans above

4) **Develop the process** – Improve the processes having the experience gained from the project period

<table>
<thead>
<tr>
<th>PHASE</th>
<th>KEY ISSUES</th>
<th>FUNDAMENTAL QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define the project</td>
<td>Project and organisational strategy, goal definitions</td>
<td>What is to be done? Why is it to be done?</td>
</tr>
<tr>
<td>Design the project process</td>
<td>Modelling, planning, estimating, resource analysis, conflict resolution and justification</td>
<td>How will it be done? Who will be involved in each part? When can it start and finish?</td>
</tr>
<tr>
<td>Deliver the project</td>
<td>Organisation, control, leadership, decision-making and problem solving</td>
<td>How should the project be managed on a day-to-day basis?</td>
</tr>
<tr>
<td>Develop the process</td>
<td>Assessment of process and outcomes of the project, evaluation, changes for the future</td>
<td>How can the process be continually improved?</td>
</tr>
</tbody>
</table>

*Figure 3: The 4-D in project management*33

Marketing projects are a useful management tool in the change process when wanting to commercialize new services and enter new markets.

### 2.4.3 Projects in marketing

Lecoeuvre- Soudain & Deshayes states the relationship between marketing and project activity within the business to business sector. They argue for a model with different stages in the process.

The first stage is the pre-project marketing stage. It is crucial at this first stage to secure the material resources internally and to obtain information about the market, networks and opportunities. Through Trust, relations and communication it helps the project go into the next stage –marketing at the start of the project. These variables help reaching the expected collaboration between the partners. In the third stage companies want to ensure an optimal collaboration between the partners. In the last stage is- marketing intended to create the conditions of a future project is to promote the collaboration of new projects through the gained networks and informational resources.34

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33 Maylor Harvey, *Project Management* (Harlow; Person Education: 2003), p. 28
Khand Do & Moe argues that project success criteria involve the aspects of cost, time and quality at the final stage of the project and includes the satisfaction of the users at the end of the project. The quantity of “success” of the project is also measured against the strategic organizational objectives and goals. Nevertheless, the success of a project is to a great extent accounted on the project leader having the responsibility of the project and how his person develops the process towards the objectives. When implementing change in an organization the entrepreneurial and managerial qualities are important instruments of use in the project process.

2.4.4 Entrepreneurial and management skills

The qualities of an entrepreneur are needed in today’s business world, not only to open new businesses but to conduct projects. Entrepreneurship is about change and the entrepreneur is mainly a change agent. Since entrepreneurs are actors that generally combine innovation with rapid growth and risk taking for the benefit of the organisation, the innovative and challenging solutions of an entrepreneur can be refreshing to persistent social problems that exist in an NGO. Hence entrepreneurial methods can help NGOs find the most profitable solutions to their constraints in funding and expansion of activities through continuous innovation in the services provided to meet the organisations and their targets needs.

To be a successful entrepreneur the qualities of creativity, innovation, leadership and managerial know how are essential. According to Jansson and Ljung, the personality in each person is what gives the required perquisites in the role of a leader. Successful leadership is often recognized by qualities such as charisma, initiative taking, intuition, respect for others and self-esteem. It is

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important for a leader to always be conscious about how its own personality influence the way in
different situations.\textsuperscript{38}

Many researches discusses about the entrepreneurial skills, Thompson argue for a characteristic
framework of the entrepreneurial skills. He calls it the acronym FACETS where the six character
themes in the definition of the entrepreneurial skills are: Focus, Advantage, Creativity, Ego- Inner
and Outer, Team and Social. Focus deals with the target focus and action focus and is often
manifested in the desire of the entrepreneur to get on with things; it is useful in the implementation
process to deliver the outcomes. Creativity is where the entrepreneur finds its ideas and
opportunities. Advantage is the strategic approach in which the entrepreneur distinguishes the value
of different opportunities to be developed. Inner Ego involves the self assurance and dedication put
into the work, the other ego involves the responsibility, accountability and courage (how setbacks are
handled). Team involves the ability to build networks and cooperate with teams. Finally social involves
how the entrepreneur approaches its environment, the internal business culture and external actors. Thompson states an entrepreneur is born with the talents of drive and passion. Techniques can improve the talents however not create the temperament of an entrepreneur.\textsuperscript{39}

The entrepreneurial skills facilitate the conduction of the process however a core decision in the
project process is the choice of the proper marketing strategy to implement.

\section*{2.5 Marketing Strategies}

\subsection*{2.5.1 Strategic Marketing}

The simplest way to describe strategy is knowing where you want to go and than deciding based upon
this how to get there. In other words a strategy is how you plan to reach your objectives.\textsuperscript{40} Strategic marketing can be explained to be the planning/decision phase in which the organization decides where it wants (can) be competitive and how to reach there. The key elements of strategic marketing are explained in the figure.\textsuperscript{41}

There are many suggestions in defining a strategy. Strategic marketing is often related to marketing
objectives and how these objectives are best achieved over a period of time. Some of the definitions of
strategy described are: “\textit{The determination of the basic long-term objectives of an enterprise and the adoption

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{strategy_diagram.png}
\caption{Key Elements of Strategy\textsuperscript{42}}
\end{figure}

\begin{thebibliography}{99}
\bibitem{mcgowan} Hill Jimmy Mcgowan Pauric, \textit{A qualitative approach to developing small firm marketing planning competencies}, Market Research An International Journal; 1999, Vol.2 No.3, p.16
\bibitem{ibid} Ibid p.16
\end{thebibliography}
of courses of action and the allocation of resources necessary for carrying out these goals”. Another definition is: “Strategy is the pattern of objectives, purposes or goals and major policies and plans for achieving these goals, stated in such as to define what business the company is in or is to be in and what kind of company it is or is to be”. According to Trout a good strategy is all about how you manage to survive in a world of killer competition. It’s about differentiating yourself from the crowd and for that you need to know the environment and your prospects well. Porter argues that a strategy is what makes you unique and provides competitive advantage. When formulating a strategy one has to do what to do and what not to do, what prospects to serve and what needs to meet.

2.5.2 Strategic Decision Making Process
The decision making in a strategy process contains three crucial parts: analysis, choice and implementation. Strategic analysis focuses in understanding the strategic position of the organization. This part answers the important questions of what objectives the organization have, which resources they have and which external constraints they meet. Strategic choice involves the generation of strategic options based on the projects objectives, the evaluation of the strategic options which should show the organizations strengths and overcome the weaknesses. Finally a selection of the most convenient strategy is made. This will help the organization seize opportunities and to meet challenges.

The third part strategic implementation involves the implementation of the strategy is about the allocation of the resources. It’s the translation of decision into action. An illustration of the decision-making process is below:

2.5.3 Some Guidelines to strategic planning
Macdonald highlights some guidelines to the strategic marketing planning that are implemented when developing a marketing strategy plan.

Some of the mentioned were setting out corporate objectives. At its core the organization should know what kind of services they want to offer and in which markets.

In the planning (usually in a long term planning) it’s also recommended to conduct an audit internally and externally to see the forces and weaknesses of the organization in the market and within the organization.

44 Trout Jack, Trout on Strategy (Mcgraw-Hill Companies: 2004), p. 35-38
A *market overview* is very important and should define the market the organization is involved in and which segment to approach.

Moreover the organization should set out marketing objectives answering only to the objectives of products and markets. Marketing strategies are the means by which marketing objectives are achieved. They are connected to the 4P:s of the marketing mix (Product, Price, Place, Promotion for services it’s added people, process and physical evidence). The marketing objectives should simply answer which product for which markets. An example of a successful strategy can be seen in IKEA’s network strategy. The long-lasting relationships with key suppliers are an important part in the product development strategy because IKEA is in need of partners that can meet the quality, cost and design objectives. Strategies are based on different marketing theories depending on the offer (service or product) and the consumer/market they want to target when achieving their objectives. This choice depends also on the resources of the organization. They are a support in the construction of a service and a consumer-oriented offer.

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2.6 Marketing Theories

2.6.1 Relationship Marketing
According to Grönroos relationship marketing is “to identify and establish, maintain and enhance relationships with customers with customers and other stakeholders or network partners, at a profit, so that the objectives of all parties involves are met, and that this is done by mutual exchange and fulfilment of promises.” The common denominator of relationship marketing is that marketing has to build on relationships rather than transactions and that it relies in the trust and the cooperation between the partners.  

The strategy in relationship marketing according to Grönroos is based on three important factors. The first is defining the firm as a service business which means offering an added value to an entire service. The second factor is managing the firm from a process management perspective. This factor requires internal collaboration from the different departments to conduct the project in an effective way. The third factor require that the partners involved work in mutual cooperation seeing each other as benefiting partners (win to win situation).

The practical sides of the strategy include seeking contact with the partners, for this having most of the background information needed is important to create a relationship. Grönroos argues further that the ideal situation is meeting the persons face to face. Moreover the creation of a database containing the needed information of the contacts is recommended to establish a long-term relationship and be able to follow up the contact. The third practical recommendation is to create a customer oriented service system. Four types of resources are required to the development of a service system, employees, technology, customers and time. This is to build an exceptional offer of the service.  

Doyle argues what social networks are, what the best way of creating such networks is and how an organisation can benefit from its networks in order to create high-quality marketing strategies for its customers. According to Shaun Doyle a social network is a collection of interconnected people. Social networks consist of people and potential customers and connections between those points. These connections may be presented through:

- Email exchange
- SMS exchange
- Purchases
- Telephone Calls

Doyle argues that the way of creating a social network is by

1) Identifying a social network – this step consists in searching for the selected contacts.
2) Identifying opinion leaders – are those who can influence a group. The characteristics are: that they are often part of a social network, good communicators, and curious of information. Moreover, the way they know the market well.

51 Ibid p. 11
Below is the process of establishing a social network according to Doyle; a contact is created and from the personal contacts the network will expand to what he calls word-of-mouth marketing (the spoken communication form in networks) strengthening the connections with the opinion leaders which may work as advocates for the business activity to expand it further. The word of mouth marketing importance can be due to the fact that consumers are nowadays overwhelmed with advertising campaigns. Thus, the word of mouth advertising has one important advantage; it can classify the message from a credible source about something new.  

2.6.2 The importance of relational groups

Mark Earls argues for the importance and the biologic need of group belonging by stating that the human beings are herd-animals; a social creature first and individuals second and that the human being works better belonging to a group. He means that the evidence in market research science is everywhere, like the network thinking and the word-to-mouth disciplines which are two advertising methods that work in the context of a group.

He explains furthermore that not all herds/network members are equal, some are more important than others in influencing the herd’s behaviour. They provide the linkage to other networks members. According to Earls networks are like herds unpredictable, because they are based on the interaction between human beings and it’s therefore difficult to predict the future behaviour of a network.

All business relationships are defined by a structure. Most kinds of relationships have some type of exchange associated with them. Transactional exchange is when two parties only exchanges something as a one time event and relational exchange is when the two parties expect to see each other again in a longer term transaction relationship. There are different kinds of compound relationships between firms, that of supplier-customer, customer-supplier, competitors and partners.

Robert W. Palmatier argues that increasing relationships with key decision makers generates the higher results among customers that are more difficult to access. He implements a model which is based on three relational drivers: relationship quality, contact density and contact authority.

Relationship quality- is about the commitments in the relationship which tie the connecting links and influence a partners actions. In other words the partners motivation for another partner. Trust is among other things part of this and is the evaluation of the reliability and integrity of a partner and has an important impact in the future cooperation. Needed to maintain a relationship alive are the factors of having reciprocity norms or the same expectations of the exchange. Moreover exchange efficiency which involves time, effort and resources. Partners involved in high-quality relationships are more willing to release information which enables sellers to cross-sell additional products and enables to promote products more effectively, therefore relationship quality is positively related to customer value.

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54 Earls, Mark, *Advertising to the herd: how understanding our true nature challenges the way we think about advertising and market research*, International Journal of Market Research; 2003, Vol.45 No.3, p.334
55 Ibid, p. 60
**Contact density** – Is about the number of relational contacts with an exchange partner. Sellers that have a wide range of contacts in order to identify opportunities and exchange ideas, gain information about the offer and create an optimized offer for the customer. The word of mouth discipline also works in larger networks.

**Contact Authority**– the third indicator of customer value indicates the decision-making capability of the relational contacts, in other words, it is where network partners have knowledge and enough skills and ability to influence resource decisions. Access to high-level decision makers enables to have better information and influence the decision-process in a better way.

![Figure 7: Relational Drivers](figure7.png)

The customer factors that will change due to the relational drivers are the turnover in customer contacts, there will be more contacts for the customer and a larger network to compare the market with. The service content will improve due to the relationship quality because it would include less competition between the partners. Finally contact authority has a greater impact on the seller’s ability to generate sales and profits from customers as the difficulty to see the customer augments.  

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59 Ibid p.80
2.7 Place Marketing

2.7.1 The concept of place marketing

Place marketing commercializes places. According to this marketing theory is a place, a city a region and sometimes entire countries a product that can be promoted and consumed. Its objective is to present an image of a specific geographical area, often targeted to one or several well defined target groups.  

There are four large target groups attracted within place marketing which are; visitors, residents and workers, the business and industry (companies who wish to establish an activity or invest in the place) and export markets. Within the category of visitors there are the business visitors. The business visitors arrive to a place to for a meeting or another business activity like a convention.

People have always certain images of countries that can be connected by only mentioning the name. This can influence people’s decisions when investing in the country. A country image can be understood as the sum of beliefs people retain about places. An image is a consequence of the countries geography, history, proclamations art and music, the entertainment industry also plays an important role when it comes to images, for example perfumes and wines for France.

2.7.2 Strategic market planning in place marketing

The first step in the process of strategic market planning is to position the place identity by identifying its fundamental strengths, weaknesses opportunities and threats. This enables the place to be realistic about its objectives and to position the place in terms of what the public is demanding. For example the CCSF has an advantage in having the Business Centre in Champs Elysee a high industrial headquarter.

A strategic market planning also compiles deciding what to offer which products or services and who to sell it to, which competitive niche to target and how to get hold of them in the best way.

Strategic image management is the process of image research among the public, segmenting and targeting the places image with the objective to position the places strengths to be able to communicate those advantages to the targeted public. The image must than be simple and realist, there are several tools involved in image branding for example can a symbol visualise an image- tour Eiffel for Paris or Big Ben in London, it works also with slogan identifying the place. An image can be both positive as negative. Those lucky places that are positively represented to others don’t need to change the image in that extent, however spreading the image to the aimed target group

Promoting a places image involves the understanding of the target audience the information is aimed to and the reaction that wants to be obtained with the image.

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60 Ek Richard Hultman Johan, Plats som Produkt (Studentlitteratur : 2007), p.28
62 Kotler Philip & Gertner David, Country as brand, product and beyond: A place marketing and brand management perspective, Brand Management; 2002, Vol.9 No.4, p. 251
63 Kotler Kotler Philip & Haider Donald & Rein Irving, There is no place like our place!, Public Management; 1994, Vol.76, p.3
64 Ibid p. 4
65 Ibid p. 254
66 Ibid p.3
2.8 Service Marketing

According to Grönroos the characteristics of a service can be defined through three basic elements: The service is physically intangible, the offer is an activity and not something material and finally production and consumption are simultaneous activities. The service itself is physically intangible even though there may be equipment and machines to support the service. 67

One of the notorious differences between traditional product marketing and service marketing is that the resources in product marketing move in stages from production to marketing to consumption as separated activities. In contrast the parts of production and consumption are not separated in service marketing and functions as a part of a total service marketing mix where the buying is determined on what happens in the buyer-seller interactions in the production and consumption stage. The total quality of the service is perceived by three different components: The corporate image, which involves showing a good outside image of the firm, the technical quality, which requires that everything functions in order and the functional quality, which involves the presentation of the service. 68

A service firm according to Grönroos can typically be divided in two main parts, one invisible part consisting of the internal organizational system of the firm which supports the working purpose. The other one is the visible part which contains the physical environment where the service is consumed and the contact personnel; the employees or representatives of the firm.

The service marketing model is presented by Grönroos in this model all the elements mentioned plays a role in the interaction of customer service. The customer can both be private B2C or another business B2B. Business markets are very similar to consumer markets, they both involve people who analyse and make decisions to satisfy needs. 69

The service concept is the core concept and is developed from the needs and wants of the chosen target group. The core concept of a service is intangible. The accessibility of the service had to be considered in the way it offers the consumers the convenience and satisfaction of the service, and external accessibility resource can be the location of a travel agency and an internal is an online booking system which facilitates the purchase.

The interactive personnel communication element is important in the way representatives and personnel will encounter clients, therefore the behaviour of an employee can make the difference in the service which is critically important because the responsibility of customer satisfaction appears during consumption. The auxiliary services are the little “extra” services that differentiate the companies’ services from the competitors; it can be everything from a cup of coffee to nice personnel however it makes a big difference in the perception of the service. The four elements surrounding the model (Blue) are alternative ways for the firm to market their service; nevertheless it is the elements of competition inside the model that are important. 70

70 Ibid p. 37
Choosing the right audience to direct the service offer is very important to obtain positive results in the offering.

### 2.9 Selecting the audience

Market segmentation and targeting is all about detecting, evaluating and selecting similar groups of consumers and non-consumers in a market with the objective of implementing competitive strategies on them.\(^71\) Since not all consumers are alike and rarely can a service or a product satisfy all consumers, there has to be a careful analysis in the firm in the search for the “profitable consumers”. Target marketing means that a firm concentrates on the most “profitable group” to aim its messages and resources of marketing.\(^72\) The principal objectives of segmentation is look for new product opportunities or areas which may be receptive to current product repositioning and to create improved advertising messages by gaining a better understanding of ones customers. Segments are opportunities to organizations. A company with limited resources needs to choose where the best opportunities to pursue. Hence their principal characteristics need to be: Measurability, Accessibility and Substantiality. A segment must be easy to measure in order for the organization to have the information about its size, location and content. Segments need to be reachable through some type of marketing channel to be able to receive the information. Finally segments should be of a significant size to have an impact of the offer.\(^73\)

Yorke argues that one of the problems the non-profit organizations when segmenting is when choosing a segment. Since they often operate for the publics’ interest with limited resources, they often opt to reach the whole market rather than a particular group. Hence they often search a broader customer basis.\(^74\) The problem is that treating the customers the same ignores the diversity in the market and it does not meet customers need very well.\(^75\) There are however two types of

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\(^{72}\) Cahill J Dennis, *Target marketing and segmentation: Valid and useful tools for marketing*, Management decision; 1997, Vol.35 No.1, p.10


segmentation strategies that Kotler and Andreasen argues for which are common within the non-profits. The first is called differentiated marketing and is when an organization decides to operate in two or more segments of the market however designs individual offers for each segment. The other segmentation strategy in marketing is when an organization decides to divide the market into profitable segments and devote its effort to one or two segments in the market, also so called “niche marketing” this choice depends however in the factors influencing the organizations possibilities. If the organization has limited resources it will probably choose the concentrated marketing because the resources are not enough to relate to the whole market or to tailor special services for each segment.

There is no correct way to segment a market. Theories according to Kotler show that segmentation can be divided in four different major types of segmentation. There is the Geographic Segmentation which is when the consumer is targeted geographically, in another region or in another country. The next one is the Demographic segmentation which involves the measurement of different characteristics of the group, for example age, size, education, income etc. The Psychographic segmentation entails a group’s way of living. Last is the behavioural segmentation which concerns consumers’ knowledge and attitude towards the service, organizations often approach those groups that show a real interest in the product or service.

The essence of strategic marketing can be summarized by the process of segmentation, targeting and positioning. Gilligan presents the segmentation process in different stages. The first involves the Situation Analysis and involve the identification of the organizations current position, capabilities, objectives and constraints. The second stage is the Market segmentation. Here the variables of the market and segments groups are detected and a corresponded profile is developed. The third and next stage is the market targeting. It contains the evaluation and selection of the potential target groups. The next stage is the product/service positioning. Here the positioning of the service concept is developed in each target group. Last is the organizations choice of marketing mix, which marketing mix to develop.

The success of positioning the services lies in the organizations ability to meet consumer needs. Consumer needs can be classified as being functional needs (services that solve problems), symbolic needs (related to the consumers self-esteem, self concept and social identity) or experiential needs (relates to services with emotional, physical or mental stimulation). A good strategy should acknowledge all the consumer needs.

The difference between B2C (business to consumer) and B2B (business to business) marketing is that the business market is large and includes fewer larger buyers concentrated geographically, more buyers are usually involved in the business purchasing decisions and business buyers are better trained and the purchasing is handled in a professional manner, therefore the business marketer needs to understand the external and internal factors of the targeted companies buying decision process which lies principally in the offer and in the corporate image.
Communication is the practical means in which the service is offered to the target group. The communication is also connected to the strategic choice and to the objectives of the project.

2.10 Communication

Traditionally marketing communication has been seen as an instrument when advertising with the objective for sales. Heinonen and Strandvik argue that it is important to look at communication as an element in service, as part of the service. Since services are seen as interactive processes between the client and the service, all contact is creating an image of the service. Typically in service the focus was laid on personal interaction and advertising while media based communication had less attention. However with the new electronic media arriving by email and internet, having more opportunities of flexibility and interactivity are creating new options. Thus, the communication context is no longer connected to traditional means but to the aspect of time and place.\textsuperscript{82} All media is characterized differently depending on the value creating features, they also differentiate from an economic perspective. The important is however the reaction of the receiver. There are four elements in which value may be created through\textsuperscript{83}:

- The content (what)
- Presentation (how)
- Place (where)
- Time (when)

Heinonen and Sandvik implicate a study where they investigate the responsiveness among the consumers in three different media channels (direct email, general email and SMS). There study show that some media is more responsive than other. For example interactive media appeared to have low responsiveness when it comes to service value. They experienced in their research that direct mail was more positive compared to digital media which is often hindered by negative feelings. The outcome was that online communication (interactive) was more difficult in responsiveness than offline (personal) when it comes to reaching the audience. The advice is to focalize the service in the right channel at the right time by decreasing the disturbance (negative feelings) in the communication channel in both online and offline communication. It is also important to understand which media channels which are suitable for services offline and online. How when and where becomes even more important when the message is of great value.\textsuperscript{84}

According to Miller Magold and Brokway, the Worth of Mouth method is significantly important in the marketing of services. It reduces the level of risk because service consumers have a greater confidence and influence in personal sources of information.\textsuperscript{85}

According to Boe, first impressions over the phone are created by brevity, vocal quality and attitude.\textsuperscript{86} He argues that the best way to build trust over the phone is to match the audiences’ energy level, for example if you usually speak fast and the person that you are speaking to speaks slow you should slow down your voice speed. It is important to stay positive, polite and professional, it is good

\textsuperscript{82} Heinonen Kristina, Strandvik Tore, Communication as an element of service value, International Journal of Service: Industry Management; 2005, Vol.16 No.2, p.188

\textsuperscript{83} Ibid p.188


\textsuperscript{85} W. Glynn Mangold, Gary R. Brockway, Fred Miller, Word-of-mouth communication in the service marketplace, The Journal of services Marketing; 1999, Vol.13 No.1, p.73

\textsuperscript{86} Boe John, Selling is a contact sport Keys to effective calling, American salesman copyright; 2002, Vol.53 Issue 1
to be organized and even better to be well-prepared by for example having checked the “company’s” website before calling.

There are three important steps when designing a message according to Kotler. When creating the message one has to be conscious of the message content, the message structure and the message format. Important is also choosing the media channels in which the message will be diffused. The final stage is collecting the feedback of the message.\(^87\)

*The message content* contains three different appeals; rational, emotional or moral. Rational appeals are related to the audience self-interest and focalize on the functional benefits. Emotional appeals concentrate on the negative or positive emotions that can motivate purchase. Moral appeals are directed to the audience’s sense of what is right and proper.

*The message structure*, the communicators have to decide how to say it. This deals with three message structure topics. Whether for example one should have the strong argument in the beginning or in the end of the message, draw conclusions or leave it up to the audience and finally whether to a one sided argument mentioning only the products strengths or a two-sided argument (also admitting the weakness of the product)

*The message format*, how eye-catching the message when talking of colors, design headlines etc.

Choosing *media channels* include choosing between personal and non-personal channels. Personal channels are for example word-of-mouth influence. Non-personal are for example media (newspapers, magazines, direct mail etc.) and are messages that without personal contact or feedback.\(^88\)

*Collecting the feedback*, the final stage is when the communicator collects feedback of how the targeted audience perceived the message.\(^89\)

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89 Ibid, p. 643
3 METHODOLOGY

This chapter will introduce the reader into the chosen methods, views and former experience of the researcher when dealing with the project.

3.1 Choice of subject

The liberty of choosing the subject differs depending if the subject is assigned by an organization or if the research is “free” ⁹⁰

Due to my studies in entrepreneurship I knew from the beginning I wanted to write my thesis about something within project management.

Through the experience of an internship in the CCSF during a six months period, the project was assigned to me by the project leaders at the CCSF for me to develop independently as a project leader. The project leaders explained to me at an early stage that the CCSF needed to find a way to promote the new services and the new business centre. Moreover I was told that they had had the intention for a certain time now to develop a marketing project after the media attention they’d obtained from the opening calmed down. However the resource of time had been left to other priorities and therefore I got the opportunity to be assigned to this project. Nevertheless they were not going to implement any particular budget in this project in the first stage.

The project sounded very interesting and quite challenging due to the fact that I had never had the responsibility of a marketing project within an international context and that the resources were limited. As a student with a profile of entrepreneurship I thought it was a good experience to work independently and to develop results, because I had the chance to apply the management of project with this particular mission.

The project (which is going to be more thoroughly explained in the empirical part) was going to include a research of potential long term partners in Sweden with interest of the services of the CCSF. The process was through an initial background research to determine the actors involved and the opportunities that could be reached. Thereafter a list was created with the potential target group in Sweden. Each person were reached through telephone calls were they were given information about the services and asked if they were interested. After the call an advertising leaflet was sent to each person with information about the services and about the organization. Thereafter a second call was made about a month later to collect feedback. The results of the study are intended to be used as recommendations for practitioners in NGOs facing similar situations.

There are advantages and disadvantages with having an assigned project as a study. The positive aspects of the research are that the research can be a contribution to the work within the organization and you can have all the resources needed to do the work. The negative aspects are that the work is somehow restricted with the demands of the organization, the formulation of the problem is already created and also the general objectives. ⁹¹

My impression of this experience was that I got somehow “free hands” to develop the project in my own way after having received the main objectives of the project. Nevertheless the approval of the

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⁹¹ Ibid, p.21
project leaders at the CCSF was important after each stage of the process. I believe this has influenced the study in the way that it conducted the project closer to their objectives; moreover I experienced it as a positive insight to have feedback from persons with more experience working there. However, the approval process was time-consuming and influenced both directly and indirectly the direction of my decisions, I will develop this further in the part of restrictions.

3.2 Preconceptions

The experience and perspectives are based on the researcher’s social background, education and life experience. My experience in this field has been obtained only through my academic background, having courses principally in project management and some in marketing in a basic level.

During my Master year of Entrepreneurship in Advancia, Paris, I had the opportunity to develop the practical sides of many different projects connected to companies and organizations. This experience has helped me in the organization, the planning and the implementation of the project. Moreover the experience of writing my bachelor thesis in Sweden has been helpful in the process of the structure of the study.

Nevertheless this is my first experience taking the step from theory to practice independently. The experience was also new in the sense that I had never had the experience of a project within marketing. I believe this can be a positive aspect because this gave me a certain objectivity when searching the theories not having a “defined” image of what to include in the framework, however being inexperienced in the field can also have been misleading when searching for accurate sources. Nevertheless I confronted the project as an entrepreneurial student and tried to lift all relevant parts of the project process to give an entire context when searching for sources. The new experience in the marketing field was however that I had a lot more “basic” reading to do to be able to understand the whole concept within marketing in a more adequate and profound way.

3.3 Perspectives

No researcher can be completely objective facing a study. The values and experiences lead the person to choose how to see reality and how to solve different issues.

Since this is an assigned project naturally my perspective in this study is going to be representative to the CCSF with the role of project leader. Thus in order to drive a marketing project I will have CCFS:s interest in mind. Nevertheless I am conscious of how this may have affected my choices since it was not an independent choice and the results had to be beneficial for the CCSF it can have taken away the objectivity of the research in some extent in the process of the project, although I believe since this is not a study in the “traditional” meaning but an assigned project is treated differently because of the parties involved. However I believe an element of the study’s objectivity is that I had the power to decide independently the direction and elaboration process of the project (with the approval after each stage).

The purpose when conducting a participant observation is to see reality as the social actors perceives it, which implicates that the observer is involved in the studied environment as much as possible.

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92 Johansson Lindfors Maj-Britt, Att utveckla kunskap (Studentlitteratur: 1993), p.25
93 Patel Runa, Tebelius Ulla, Grundbok i Forskningsmetodik (Studentlitteratur: 1987), p.45
94 Svensson Per-Gunnar Starrin Bengt, Kvalitativa studier i teori och praktik (Studentlitteratur: 1996), p.12
If a person is assigned for the planning and implementation of a special task with specified objectives and with budget and time restrictions it can be identified as a projects working process. This means that a project leader with the help of a temporary organization solves the task through an interaction between the leaders in the organization. The project process went through the exchange of ideas between the supervisors of the CCSF and the approval of the different project phases.

3.4 Research Philosophies

The hermeneutic view is one of the epistemological approaches which advocate interpretation. The hermeneutic researcher tries to give an understanding of a whole context through analysis and observation of the collected material focusing on an entire reality and on the difference between human beings and science. On the contrary the positivist approach advocate to simplify reality by generalization, observing different variables to obtain a result, however not always taking into consideration the social context of reality.

With the hermeneutic view I was able to interpret the outcome of the communication and more important I was able to interpret the entire context of the project process from the different phases. In my opinion the communication is essential for the commercialization of the new services and for the creation of a network which requires personal contact and interpretation. Thereafter my intention is to interpret the different project phases therefore I don’t believe a positivist approach would be adequate in this case because it would only show a static result of a reality based on scientific measurable operations. I wish on the other hand to get an understanding of a general context/result.

3.5 Reality Paradox Objectivism vs Constructivism

All individuals perceive reality differently. The reality paradox of objectivism differs from that of constructivism in the way that the objectivism believes social happenings and their significance have an existence independent of the social actors and we cannot influence the reality that exists. This means that results can not be interpreted or changed and that there are final and applicable to other similar cases. On the contrary constructivism believes that social interactions and their meaning are something that social actors create and that reality is in constant change. It means that social happenings are created by social interaction and through a condition of constant change. The researcher presents therefore the reality as something that can not be seen as final.

The reality paradox I opted for involves a bit of both objectivism and constructivism. I believe reality is something that we create and that is in constant change. The results could have differed in some extent depending on the time applied in the project, the period and the resources involved. Moreover since the project still goes on for the organizational objective of the CCSF, the primary impression I have obtained can be different outcomes if the CCSF does not maintain the initiated work.

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95 Jansson Tomas Ljung Lennart, *Projektledningsmetodik* (Studentlitteratur: 2004), p.28  
96 Andersson Sten, *Positivism kontra Hermeneutik* (Göteborg Korpen: 1979), p.48  
98 Patel Runa, Tebelius Ulla, *Grundbok i Forskningsmetodik* (Studentlitteratur: 1987), p. 31  
100 Ibid p. 33
However the aim of the study is to use the results as recommendations in a more general context not only applying it to the reality of the CCSF but to all non-profits, were the most usual constraint of non-profits are the lack of resources, here the objectivism is the closest view.

### 3.6 Research Approach

There are different research approaches in which a study can be performed. Here I will shortly present two types.

Induction is an approach in which the researcher goes from the empirical result to the creation of new theories; this means that the observation is carried on without expectations to systematization and thereafter analysis of the collected results. Deduction on the other hand is a strategy that on the contrary goes from the collected theory to the empirical results. The researcher studies first the theory that already exists in the research area to thereafter generate results and theories about reality.\(^{101}\) There are advantages and disadvantages with both approaches, the inductive approach can sometimes be criticized for being unsure due to the fact that the results are not based on a theoretical ground. The deductive approach means on the other hand that the research is limited and the results are often not new discoveries. Bryman argues that is convenient to observe the approaches as tendencies.

The purpose of the study is to investigate how to conduct a marketing project in order to guide non-profit organizations with limited resources that want to commercialize their services, with the particular case of the CCSF.

To solve this project task and answer to the how to conduct a marketing project, I am supporting my discoveries in the collected theories because my intention is to build a suitable project from the theoretical framework for implementation in order to analyze the outcomes and to elaborate recommendations to guide non-profits in the commercialization of services. I am therefore conducting the project through a deductive approach. I will than move from theory to the empirical results. The analysis will be built on the chosen theories relating it to the particular case of the CCSF however generalizing the outcomes as recommendations to non-profits. According to Johansson Lindfors the deductive approach is often involved in descriptive or in explaining studies. The descriptive studies objective is to give a more systematized knowledge of a phenomenon’s qualities and explanation to the appearance of different relations between different happenings or variables. Conception is the way in which knowledge is created through different happenings or relations between. To be able to confront the empirical result with the theoretical framework a series of different operational variables has to be chosen. The theoretical framework is than confronted to the empirical reality with the objective to verify or conclude if the theory chosen can be true in this case to finally answer the research question.\(^{102}\) The study I am conducting is going to involve the relation between the different project phases and how these can function in reality in a non-profit organization when commercialization is in focus. I believe therefore the deductive approach is the most suitable way of conducting the study.

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\(^{101}\) Jacobsen, Dag Ingvar, *Vad, hur och Varför?- Om metodval i företagsekonomi och andra samhällsvetenskapliga ämnen* (Lund, studentlitteratur: 2002), p.43

3.7 Sources

The purpose of searching for literature sources is to collect the knowledge that already exists about the problem you are dealing with.\textsuperscript{103}

When searching the secondary sources the research was principally in scientific articles, books and internal documents. The principal sources used for the findings of scientific articles were the different databases such as Business Source Premier, Jstor and Emerald Fulltext. Among the used keywords were: project management, organizational change, place marketing, relationship marketing, interorganizational relationships, business-to-business marketing, network theories, customer value, relationship marketing, marketing strategies, service marketing and market development, non-profits and marketing, non-profits strategy etc.

A selection of keywords and combinations of words were made in the searching process in order to be more precisely in my findings. The background information of the CCSF was found through the organizations internal documentation, the homepage and the project leaders. I tried to support most of my theories in scientific articles however using models as support from literature in the subject.

Methodology literatures were used to support and explain the process. I tried to find methodology applied in projects to explain in a more accurate way the study process. A book I found very useful was written by Tomas Jansson and Lennart Ljung\textsuperscript{104}, “Projektledningsmetodik” this was one of the few books I found that touched the field of methodology in the project process. Other literature that was useful was “Strategic Marketing Planning” by Collin Gilligan\textsuperscript{105}. The book gave me a good overview of the strategic thinking in marketing and showed useful models. Other authors that helped me in the way were Christian Grönroos\textsuperscript{106} within the thinking of relational and service marketing. Another book that was important to the study was “Strategic Marketing for Non-profit organizations” by Philip Kotler and Alan Andreasen\textsuperscript{107}. This book touched the topic of marketing in non-profits and was a good guidance throughout the process.

Internet sites were used to find background information about the different institutional and travel organizations. The searching process has been continuous throughout the study.

When finding the information my aim was trying to finds as many scientific articles as possible to give a value to the study. In the search for articles I encountered a vast amount of different directions in each field and I had to consciously limit the search to not exceed the findings.

Some topics were easier to find than others. For example I had it difficult to find good matches when searching for place marketing and segmentation. However it was rather easy to find articles that covered project management both in Business Source Premier and also I got the recommendation from a friend to see over the articles from her course of project management in master level, I thought this articles were of good value because they had been chosen for the course.

I tried to search for primary sources when some model was mentioned in the literature, however most of the times there were only debates about the model so I supported the models from books in the topic. The articles found were not always primarily aimed for my problem and this may have

\textsuperscript{103} Winter Jenny, Problemformulering undersökning och rapport (Liber AB: 1989), p.22
\textsuperscript{104} Jansson Tomas Ljung Lennart, Projektledningsmetodik (Studentlitteratur: 2004), p.28
\textsuperscript{105} Gilligan Colin Wilson, M.S Richard, Strategic Marketing Planning (Boston Butterworth Heinemann: 2003), p43
\textsuperscript{106} Grönroos Christian, An applied service marketing theory, European journal of Marketing; 2001, Vol.16, p15
\textsuperscript{107} Kotler Philip Andreasen Alan, Strategic marketing for non profit organizations (Prentice Hall Inc: 1991), p51
given a biased view. Nevertheless the aim with the collection of secondary sources was to give basic knowledge about the different theories to be able to implement them in a project process. The aim with the chosen theories was to present a broad variety of an entire context, the project process.

### 3.8 Qualitative or quantitative?

According to Holme and Solvang there exist specific differences between a quantitative and a qualitative study or research method. The most distinguished feature between these two research methods is that quantitative methods is mostly utilised to transform information into numbers and quantities and generate a statistical analysis. In qualitative methods the researcher’s opinion or interpretation of the information is central for the study and it cannot be transformed into numbers.  

The choice of method is about which process of work which best can resolve the problem area and the research questions which control the chosen method. Holme and Solvang argue that the qualitative studies primary objective is to reach an understanding and not to prove if the information can be validated. The objective is to identify and decide happenings still not recognised characteristics and significances concerning variations, structures and processes.

I chose to have a qualitative method in this study because of the purpose in the study. Since the purpose of the study is to see how a marketing project can be conducted in order to elaborate recommendations for non-profits with limited resources, it’s within my objective to analyze the entire process and recognize patterns which can be used as recommendations in a general context.

### 3.9 Research Design

I am conducting a case study of a particular project. The case study is a profound investigation of a particular situation or an environment. It is timeless, which means it can be conducted in the present in the past of in the future and it requires that the researcher is part of the progress. It covers a context observing a certain amount of variables.

Since I am conducting a project process within the working environment of the CCSF I am a part of the progress in the process. According to Jansson and Ljung a projects organizational environment is unique, which involves an own way of developing a project and how the work of the project should be divided.

The division according to Jansson & Ljung can also be made through different stages. The first implements the Prior information Stage. This stage involves gathering information of the topic and setting up the objectives to be able to decide if the project is to be implemented or not. The next stage is the Planning. This stage involves the how of the implementation and process; this is where the organization prepares for the project. The third stage is the implementation; this stage involves the elaboration of the process. It answers the question to how the project is conducted to reach the objectives which involve the realization and the transmission of the project to internal authorities for

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108 I M Holme, B K Solvang, Forskningsmetodik (Studentlitteratur AB: 1997), p. 43  
111 Jansson Tomas Ljung Lennart, Projektledningsmetodik (Studentlitteratur: 2004), p.84
approval and feedback. The last stage is about gathering the experiences and results to be evaluated. An illustration of this process can be seen below.

My case was similar to the project process mentioned. The prior organization was about setting the objectives for the project, the resources available, obtaining information about the external and internal environment and getting the theories necessary as support for the process. The planning process was about structuring the project through supporting models, resource evaluation, constraints and opportunities etc. It was also about finding the targeted people to concentrate the offer on and to create a marketing strategy for the service offer. The Implementation implied conducting the project according to the planning and termination was about evaluating and analyzing experiences building on the theoretical framework and elaborating recommendations for a general context. The project process stages are often general and similar in kind and functions as a structure of the work, they only explain a principal division in a project progress however they are not involved in the how of the elaboration or the results. I agree with Jansson and Ljung in the belief that each project is unique and handled differently depending on the underlying conditions of the organization.

3.10 Processing of materials

The elaboration of materials was through the creation of emails and of the message in the leaflet. The email was sent right after the first telephone call explaining further the service offer and our wish to collaborate with them in the future. I personalized the email depending on the contact. Each email contained a copy of the leaflet as a pdf file, for the Swedish Chambers of Commerce the leaflet was personalized and directed to their members. The message of the offer had to personalize to each segmented group in the leaflet since it was created to two different groups; the mediators and the receivers. The objective for the mediators (the regional chambers of Commerce) was to pass the information to all the network, and for the receivers (institutions and tour operators in Sweden) to retain the information. For this purpose two different leaflets were created. The elaboration of the leaflet was mainly concentrated in the message and he design including information about the organization and the offer of the new services. I was also conscious about the design.

Not all the services were offered to both the groups. For the business relations a service package to all business events and more specified business services were offered however also the renting of offices and conference rooms. To the tour operators there were only the services of business events offered.

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112Jansson Tomas Ljung Lennart, *Projektledningsmetodik* (Studentlitteratur: 2004), p.84
113Ibid, p.85
3.11 Selection of target group

An organization needs to choose a profitable target group which will meet the need of the service offer. The criteria when choosing the target group was that they would be in Sweden in the service sector, that they would have a vast network of business relations, that they would have the need of the services, that they would work towards the French (international) market and moreover that they would potentially be able to collaborate with the CCSF. It was thereby an active selection. When choosing a target group in Sweden there could be many to choose from because as it was mentioned earlier the interest in the French market is important from the part of Sweden. Other potential groups were the governmental entities, the academic entities and entrepreneurial organizations. However I had to limit myself due to time restrictions.

Thus I limited the project and only focused on the target group consisting of institutions and travel agencies; The Swedish regional Chambers of Commerce in, each one represented through its regional office, the Invest in France office in Stockholm, Maison de la France in Stockholm, (The regional Swedish Trade offices were also selected however I will later explain why I did not include them), and also all tour operators (travel agencies) specialized in business travels, conferences and events which have France as a travel destination. For the regional Chambers of Commerce I only included eight of them since three of them were not part of the association of the Swedish Chambers of Commerce and wanted to charge for the service of informing their members. Eight regional offices of the chamber of commerce in Sweden, twenty travel groups selling business events in France and two institutions working for the representation of France in Sweden.

Since I worked in the project as a CCSF representant I will let every person contacted in the target group be anonymous.

The regional Chambers of Commerce are:
The Stockholm Chamber of Commerce
The Norrbotten Chamber of Commerce
The Västerbotten Chamber of Commerce
The Mid Sweden Chamber of Commerce
The Chamber of Commerce of Central Sweden
The Wermland Chamber of Commerce
The Chamber of Commerce of Mälardalen
The Chamber of Commerce of East Sweden

The tour operators:
Affärsresor Travelnet Group
American Express
Carlson Wagonlit Meetings and Events
EuroBusiness Travel
Exclusive Tours
Firstclassstravel.se
Fritidsresor
Gruppresor AB
Golf Tours Sweden

114 Kotler Philip Andreasen Alan, Strategic marketing for non profit organizations (Prentice Hall Inc: 1991), p. 199
3.12 Access

The willingness to cooperate with a stranger can be one of the difficult tasks obtaining access with the selected group of people.\textsuperscript{116}

When gaining the access I had one major advantage and that is representing the CCSF which created credibility when talking to the selected group. My work was as a representative of the CCSF and this created trust from the respondents when contacting them. It also created a form of respect and willingness to listen in a cooperative way, mostly from the part of the Swedish regional offices of the chambers of commerce. I believe they identified themselves in the work of CCSF and therefore considered the CCSF as “part of the same team”.

The access to the internal documentation of the CCSF was also useful in the initial stage when collecting information to get an understanding of the organization.

3.13 Restrictions

When contacting the persons one major constraint was the period of time. Due to the planning stage of the process which went through the approval process the initial contact was in the beginning of July, right before the vacation period both in France and Sweden. Even though I got hold of the right people in the first call and a positive response, the message was a bit “lost” one month later when I made the follow-up call because some of the targeted public felt it was right before the vacation period and therefore even if they remembered my call they had not had the time to read the message. I offered then to resend the information and they agreed.

There were a couple of the contacted people I did not reach at the second call. I changed the contact person than to give the information to another person. I believe this was a backfire because it reduced the impact since I was obliged to start “all over again” to reach a new contact.

\textsuperscript{116} Sanders, Mark Lewis Phillip, Thornhill Adrian, Research methods for Business Students fourth edition (Pearson Education Limited: 2003), p.232
Another problem I was faced with was when contacting the Swedish Regional Trade Councils because they all transferred me to the French office in Paris. Since the CCSF already has an established collaboration with the Swedish Trade Council in France it was not necessary to contact them and we decided with the project leaders to contact them on a later stage.

Maison de la France in Sweden only helped with the list of travel agencies. Conversely they could not help spreading the information because to have the access to their contacts they informed it was necessary to become a partner, for this it was necessary to make an application. The CCSF was going to consider this in a later stage.

I did not have to send the information by mail to Invest in France because when speaking to them by phone they sounded really interested in the information and wanted to have a personal meeting. One of the project leaders of the CCSF was just about to travel to Sweden and decided a meeting with the contacted person to give a personal presentation. Other institutions that were not contacted were mainly because they already had an established contact with the CCSF.

One thing I should have done differently is minimizing the time between the first call and the sending of the leaflet. In this case it was around one week after the call however I believe that in some cases it would have been more convenient to send it directly after the call to have more impact to the call. One other obstacle I had to deal with when calling was reaching the selected persons. Many of them had as I mentioned busy schedules or were traveling and it was really hard finding them available at their offices. In some opportunities I ended up with a contact person that was not in charge of either the communication either the decision-making due to that the person in charge was away. It changed the whole process since this resulted in stagnation and in contacting and trying to reach the right person to go through the process all over again, this happened two times when calling the tour operators. I believe this minimised the impact of the communication because of the change of the initial contact person.

Moreover many of the regional chambers of commerce in Sweden did not want to tell me about the exact number of their members (network). They told me a couple of hundreds. I figured it was a sensitive question and that they did not want to reveal their number of contacts and I stopped asking this.
3.14 Quality Criteria

The criteria I am going to present to verify the quality of the project is credibility, transferability, confirmability and authenticity.

**Credibility**

Social reality can often be described in many ways. According to Bryman & Bell it is important to conclude how credible the researchers’ description is. A credible result requires that the research is made with consideration to the respondents to be able to know that the researcher has captured their social reality in the correct way.\(^{117}\)

When conducting the project the appreciation of the respondents was not from a traditional interview form but rather to capture an opinion and a feeling. I often repeated their opinion by for example saying “if I have understood correctly …” before hanging up to be sure we understood and that we agreed to the same thing. The credibility was also confirmed by one of the CCSF project leaders which had the opportunity to meet the Swedish regional Chambers of Commerce in Sweden and Invest in France. Being there in the place they could confirm what we had talked on by the phone.

**Transferability**

The criteria of transferability show how results can be generalized to another context. It is often said that since the qualitative study only tells a few objects social reality it is not possible to generalize the outcome. The purpose with the qualitative research is however not to generalize results to the population but to the theory. Through the description of the social reality can actors decide for themselves if the results are applicable in other contexts.\(^{118}\)

The purpose of my study has not been to generalize a context since I am aware that every organization is unique. The purpose has been to have the study as a guideline through recommendations for similar non-profit organizations that have to deal with similar constraints. I believe therefore the study can be applicable to other situations on certain areas in the study. However it’s not always clear to judge empirical results coming from ones own experiences as I mention next, on the other hand since I was not completely alone in my judgments but with the CCSF team as an underlying support, I believe my perception through the process has been rather accurate.

**Confirmability**

This criterion has to do with the researchers’ objectivity where the result should not be affected by the researchers own values.\(^{119}\)

This criterion is difficult to argue for since when conducting the project the empirical data is coming from my own experiences in the whole process. In this chapter I have argued which role my own values and perceptions have played in the research, I believe I have consciously tried not to let them affect the process by for example having short direct questions in the communication phase to let the audience develop their opinion freely. However the subjectivity of my perceptions can have played a role when working at place in the CCSF.

**Authenticity**

\(^{117}\) Bryman Alan, Bell Emma, *Företagsekonomiska forskningsmetoder*, (Liber: 2005) p.307
\(^{118}\) Ibid, p. 320
\(^{119}\) Ibid, p.307
The authenticity criterion involves increasing awareness among the actors involved about their own reality. I believe that with this project I have created awareness in the work of the CCSF and of non-profits and that the project was a contribution for the future work.

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120 Bryman Alan, Bell Emma, *Företagsekonomiska forskningsmetoder*, (Liber: 2005) p.309
4 EMPIRICAL STUDY

This chapter will involve the presentation of the CCSF, the project development (case study), the actors involved and the result of the communication process

4.1 The Swedish Chamber of Commerce in France

The CCSF is a non-profit association according to the French law of 1901 divided in two main parts; one totally dependant on its member’s fees to financially support its activities and a commercial part which include the Business Centre and is lucrative.

An association in legal terms can within the restrictions of its own regulations have a vast amount of members without changing the regulations when varying the quantity of members. The CCSF is partly a non profit association; it means that within its objectives is supporting the members’ economical interest however not through the practice of an economic activity. However there are exceptions within the law and a limit of profits can be supported if this is invested in the activities of the members which is the case of the CCSF. The members consist of Swedish companies with relations to France however also French companies with relations to Sweden.

As I mentioned before the CCSF has become more business-oriented. The division of activities has been one step towards its objective.

The administrative board of the CCSF is lead by 23 leading representatives from the Swedish-French economic sector. The work force is led by 2 full time working project leaders and from time to time occasional interns. The CCSF has since the year 2005 a branch in Lyon, (Rhone Alp region) and another in the south of France in Nice, opened in 2007. It has today a network of around 300 members.

The main objective of the CCSF is to be able to contribute to the development of Swedish-French business relations as well as to foster the development of the bilateral business culture. The CCSF also contributes to the mission of the ministry for foreign affairs by promoting Sweden in France and collaborating with the Swedish Embassy, The Swedish Trade Council and other Swedish institutions in Paris.

Since the CCSF has engaged itself to have a more business-oriented strategy the services are divided in three missions. The first being the associative which concerns the members of the CCSF and includes the administration, the information giving and communication services, the organization of activities and the distribution of the CCSF scholarship. Every year, it offers young Swedish university students in Economics, Law or Technology the opportunity to do internships or training sessions within major Swedish companies.

The mission also involves the collaboration with the Swedish Embassy to promote Sweden in France. The information services include responding to questions of the French-Swedish business environment to members and non-members. The commercial services includes the offering of more specific information like the creation of informative lists of contacts or tasks involving the

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121 The Swedish National Encyclopedia (Nationalencyklopedin) www.ne.se 240708
122 Ibid 240708
123 La Chambre de Commerce Suédoise en France « Une plateforme unique au service des entreprises suédoises », CCSF documents.
organization and support for business trips, translations services of documents or at events, and the offer of conference rooms in the new Business Centre\textsuperscript{124}.

\textbf{The public relation services:}

The CCSF organizes on a regular basis business lunches, breakfast conferences, and organized debates concerning the economic environment among other social themes concerning the topical issues of current importance in the Swedish-French society. Moreover they also arrange visits to different enterprises and cooperate specifically for different types of group projects. All its activities are principally to its members however there are exceptions within the activities where non-members are invited.

What's more, the” Price of Excellency” is distributed to the most prominent Swedish company in the French market each year in December. This is an important event which gathers important business relations from both the institutional and the business world.

The JCC (Junior Chamber Club) was created in the spring of 2007 as a division of the CCSF. It is a network which gathers working professionals between the ages of 25-35 from the Swedish-French labor market. The objective of JCC is to offer a range of interesting and entertaining events which will help to join a valuable network of young workers in different sectors and to enrich the members’ experiences in both a professional and social level.

\textbf{The marketing and communication services:}

- The newsletters sent by email on a regular basis.

- The magazine LIENS which highlights current business and economic topics in the French-Swedish business environment. The magazine is published every fourth month to 5000 different business representatives and decision makers. Members can find LIENS online too.

- The official website www.ccsf.fr is a valuable source of information with an average of 6500 visitors/month. The homepage is soon going to be reconstructed to be a more interactive platform, in order to become a meeting place involving communities where discussions on different topics can take place and the interaction between actors with the same business interest is more open.

- The French-Swedish Business Directory is published biennially (with the help of the French Chamber of Commerce in Sweden) and contains valuable information. It includes addresses for business contacts, lists of Swedish enterprises in France and vice-versa, and all about the Swedish-French market.

- The information, implicates responding to questions about the Swedish French market on a daily basis to members or non-members.

\textbf{The commercial services:}

The commercial services are connected to the Business Centre, they offer:

\textsuperscript{124} CCSF documents 2007.
- Renting out of rooms of conference and spare office
- Partner research
- Hosting of company’s address
- Organization of seminars
- Organization of business trips
- Organization of various business events
- Logistical help with trade shows and exhibitions
- Specific business requests as meetings, seminars with different institutional organisms

**Member Categories**

There are different rates and categories to the CCSF membership, and the different categories decide which services are included.

As a *private member* the advantages are receiving the magazine LIENS four times a year, receiving the French-Swedish Business Directory, receiving invitations to CCSF:s different activities and also having the contact shown in registers such as the official homepage and the French Swedish Business Directory.

As member *entrepreneur* there are all the services as the private member beholds adding the possibility to rent the conference room and meeting room in the Business Centre, the access to the other rooms such as the “Swedish room” and the “coffee bar” in the Business Centre and free wireless internet anytime. The member *corporate* receives all the services the private and entrepreneur receives however there are some exceptions. The corporate receives 2 ex. of the Business Directory, 10% reduction in breakfast conferences and business diners, 15% reduction when booking a conference, meeting room or the terrace and mailing possibilities through email to other members (newsletters, press releases, invitations, new products).

The last category is *premium*. This category contains all the services as the other categories however adding some services. The enterprise Logo is presented at the homepage in the list of members and at the special page dedicated to the premium members, a permanent logo in the magazine LIENS under the title members Premium, one page presentation in the French-Swedish Business Directory with text and logo, 15% reduction on breakfast conferences and business diners, invitations to special VIP activities in collaboration with the Swedish Embassy, 25% reduction when booking a conference, meeting room or the terrace. The premium members are also allowed to have up to five contact persons within the company in CCSF:s register (LIENS, invitations, etc.), moreover they are offered membership for a holding company and up to three branches in France as corporate members and membership for 2 qualified people in the company to JCC. Furthermore possibility to announce about internships offers on the website, possibility to leave company information such as brochures, catalogues etc. in the “Swedish room”, possibility to include a flyer in the mailing of LIENS and invitations to the Club des Cordelières


Competitors

The CCSF has no real competitors in the different type of activities having for objective to develop the relations between Sweden and France. They collaborate with the Swedish Embassy and with the Swedish Trade Council which share the same general objectives for the promotion of Sweden abroad. However they do have competitors in the area of the rental of conference rooms, mainly in central Paris which is vastly business concentrated. In the Index I present a comparative study in rates conference rooms in the area of Champs Elysee and where the CCSF places itself in the price category.

4.2 The Marketing Project

Prior Organization of process

Before starting with the project we had a brief meeting where the project leaders explained to me the background to the project, the objectives with the project, the resources available and the general results they wanted to obtain, the what, why and how. This meeting was aimed as an introduction of the project. It showed the what and why of the project process.

The idea of the project had developed through the need to promote the Business Centre and its new services almost one year after its opening. The commercial division needed to be promoted outside its regular frontiers. The general objective was to promote the Business Centre and the new services the CCSF offered in Sweden, within CCSF:s own resources. The CCSF had had the intention to implement this project for a while however due to other priorities the plan was to implement it later. They saw the opportunity of implementing the project having an intern develop the project under supervision. The experience of promoting the Business Centre was new to everyone in the team.

This promotion was exceptional in the way the services were otherwise only directed to the members. The internship began in april and the project planning began in may and the initial stage lasted until the middle of august, the project lasted about 4 and a half months.

The resources available for the development of the project was the working material available in the office which consisted of computers computer programs (Excel, Word etc.), telephone calls to Sweden and access to internet, and the human resources consisting of me and the supervisors of the CCSF. A budget was going to be implemented in a later stage and was not implemented in the initial development of the project. The general results the CCSF wished to obtain was to inform, promote and obtain a long-term collaboration with the targeted public for the promotion of the Business Centre and its new services. The gathering of theoretical and practical information was necessary to have a good insight about how the process was going to be developed. The theoretical framework shows the chosen theoretical models implemented on the project process. The theories supporting the process are; project management theories, strategic theories and marketing theories. The internal information about the CCSF was through the information obtained from the supervisors and documentation, the external information obtained for the other organizations was through their official homepage and through the project leaders of the CCSF. A schema was created with all the CCSF actors involved to have an overview of the external environment of the CCSF (competitors, collaborating partners, potential partners etc) this was going to facilitate the decision in the segmentation process. The internal information was also necessary to have to be able to create a
service offer. This involved having the information of the former work to be able to construct an offer upon that.

**The planning process**

The planning process was about answering the *how, who and when* in the project. Principally finding the targeted public, and the creation of the material who was there to be contacted and why and what was the message going to be and when was it going to be sent? It was about structuring the project phases how long time each phase would take, moreover the decision of which marketing strategies to apply to create the offer. The resource of time was also extra important to consider in the planning process due to the limited period of the internship therefore I created a simple planning model to see how I would divide the time. The planning process involved constructing supporting models from the theoretical framework which could support the process in the best way. The models I created were to obtain an overview of the work and the choices I was to make. I made a mind map of the characteristics of the project to have as background in the work.

Moreover an investigation of the possibilities and constraints was necessary to see the possibilities and weaknesses of the organization. A SWOT analysis was created, which is an analysis that explains the Strengths, Weaknesses, Opportunities and Threats of the organization. Below can be seen the SWOT and the time planning model. I also supported my work in a strategic marketing planning model to have an overview of the elaboration of the strategy to implement in the project.

### Figure 10: Swot-model (Microsoft Visio)

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-known institution internationally</td>
<td>Limited resources such as time, workforce and experience in marketing</td>
</tr>
<tr>
<td>Strong representation among Swedish institutions</td>
<td>Not enough visibility in the Swedish market</td>
</tr>
<tr>
<td>Vast constantly growing network of members in France</td>
<td>Limited offers to the public because of the aim to have the Business Centre exclusively to the members.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden is the second investor in the French market</td>
<td>Competition in the service market for similar offers for example rental of conference rooms</td>
</tr>
<tr>
<td>Offer of Business Centre located in Central Paris</td>
<td>Depend largely on the economic environment to obtain members both in Sweden and in France</td>
</tr>
<tr>
<td>Unexplored Swedish Market</td>
<td></td>
</tr>
<tr>
<td>Cooperation with Swedish institutions among other groups to expand the networks in France</td>
<td></td>
</tr>
</tbody>
</table>
Figure 11: Time Planning Model (Microsoft Visio)

I also performed a comparative price analysis to see if the price was competitive in the market the CCSF was in. The chart can be seen as index.

The sampling method was made with the help of the project leaders of the CCSF. The decision involved which target group to approach. The main criterion of the sample group was that they were institutions and organizations could collaborate with the CCSF in a long term perspective with a large network however without taking charges for the promotion.

Two main target groups were identified: The Swedish institutions in Sweden such as the Swedish Regional offices of the Chamber of Commerce and the travel agencies specialized in business travels having France as a destination. Invest in France and Maison de la France in Sweden, which are two institutions representing France in Sweden (The French Government official Tourist Office) were also included.

To support myself in this process I implemented network and relationship marketing theories to implement in the process. The model I implemented is from Palmatiers theory about relationship marketing gave me a good overview of the objectives the CCSF had which was to create a long lasting collaboration for the benefit of the services of the CCSF. To augment the value in the offer I also supported myself in the theories of place and service marketing.

The next step was deciding how to reach the public. The decision was through telephone calls and emails and in a later stage maybe seeing the contacts in person.

For the case of the regional Chamber of Commerce they were aimed to be the mediators of the information since they had each one of them in their respective region a list of member companies which they could reach with the information through emails, newsletters, homepage etc. The travel agencies on the other hand were the final receivers of the information.

Subsequently a list was created in excel with all the contacts; their telephone, address and the comments after the first and second telephone call. This list would be useful in the future to maintain contact with the selected group of people.

Next was the creation of the material to send. For example the creation of general emails one to the institutions and one to the travel agencies explaining briefly the objective with our offer. These emails were to be used after the first telephone contact and to be personalized according to the telephone conversation.

Implementation

In this stage the project was to be implemented according to the supporting models above.
The regional Chambers of Commerce were found mainly through their homepages. The tour operators were found through “Maison de la France” in Sweden. They sent me an excel list of all travel agencies in Sweden selling France as a destination. The list was however not specialized in business travels so the selection was made after going through all of their homepages to obtain the information of their selling offer. The final selection was travel agencies that included business travels.

Since the target groups were different the approaches had to be different in the message of the offer. In the email to the regional offices it was explained in short terms our wish for them to help us spread the information how and when (middle of August) we thought it was appropriate to send the information to their members. The message to the travel agencies explained on the other hand our wish to cooperate with them in the future offering them an exceptional offer the access to the Business Centre that only our member companies had otherwise. The role of the targeted groups distinguished itself by the way that the Swedish Chambers of Commerce were the mediator of the message, while the travel agencies and Invest in France were the receiver of the message. Moreover it was really important to point out in the message that this was an exceptional offer since the CCSF does not offer the Business Centre other than to its members. Therefore it was crucial to decide the selected group and what to say in the offer.

Next was the elaboration of two different leaflets one to the Swedish Chambers of Commerce regional offices personalizing the leaflet to each regional office. The message to the Swedish Chambers of Commerce regional offices was aimed to their members and not to them and included a complete offer of renting of conference rooms and company assistance. The offer aimed to the tour operators was more direct to the receiver of the information and the travel agency as a potential business partner offering renting of conference rooms and organization of group events. When creating the leaflet the aim was obtaining an effective message with a title and a design that would attract the reader to read the text, separating the offer from the text. I included some photos of the Business Centre on the top and the official logo of the CCSF. The leaflet was created as a pdf file to be sent by email. The language was Swedish because the receivers of the information were all Swedish. I have translated it to English and put all the copies as index. All material was revised and accepted by the project leaders at the CCSF. Before calling we also agreed with the project leaders what should be proper to say in the phone message within the objective.

Due to the distance calling was the most convenient method to contact the persons. The telephone calls were appropriate when reaching out to the persons in a more personal level. When calling the persons I first introduced myself, where I was calling from and to whom I wanted to talk (often the person in charge of the communication and marketing or business events in the head office) thereafter I told them shortly about the Business Centre and our proposition. The approach was however different to the different target groups as was mentioned earlier with the creation of the emails. When contacting the Chambers of Commerce in Sweden I began by revising what I was going to say as information. I noted some keywords to have in mind in the case I would forget something. I called from work from the “meeting room” in a calm environment. When calling, I first introduced myself with name and where I called from. Thereafter I asked for the head of the office (since it was them who decided if it was possible for them to do the service) or for the person in charge of communication if the head of office was not available. When I got to the right person I presented myself always being gentle and polite and calm. Thereafter I informed them about my call. I told them where I was calling from the objective of the call, in short about the new business Centre and the services we offered and that we wished to exceptionally include their members to have this
information and to have the access to the business centre which otherwise was limited to our members. I also asked if it was possible for them to help us spread this information to their members by for example their homepage, newsletters, special seminars etc. Was it possible, and in this case in which ways? I also told them that we wished for a future collaboration to take place, expanding the networks. If they sounded interested I told them that we wished for the information to be sent after the vacation period around the 20\textsuperscript{th} of August. The call lasted for about 5-10 minutes each time and the first calls where in general very positive. The major parts of the mediators were glad to receive the information and reacted very positively in helping a “team-member”. It was in general a very friendly conversation. The second call was a bit harder because I did not easily get in touch with the contacted people. The second call was about receiving the feedback. It was made about one month later to obtain a follow-up of what they thought of the received information and for the regional Chambers of Commerce the important question was how they were going to proceed (because we specified both in the email and in the telephone call that we wished the sending to be after the vacation period at the end of August)

When calling the tour operators and the other institutions like Invest in France and Maison de la France who were the receivers of the information I proceeded with the same initial contact presenting myself, where I called from and who I wanted to speak to (head of the office, the marketing chief in the head office or the person in charge of business/conference and business events depending on the size of the agency) a brief presentation of the Business Centre what we offered them, and that we offered this as an exception for them wishing to collaborate with them in the future. I also asked if they had a lot of business groups going to France and Paris and if so if they were interested in receiving the information. The general impression was in overall positive for the first call. The second call however was a bit problematic since not all of the persons had read the information due to the vacation period and it was sometimes hard to get in touch with the contact people. I re-launched the mail in case they had not had the chance to read it

The conversation was always friendly and personal to gain trust with the person and I tried to send out the message that this was an exceptional offer and that we had selected the group whom we wished to collaborate with to gain value to the offer. I also mentioned that this was an opportunity for them to expand their network abroad, in France. The calls were made in a calm environment in a separate office. The language used was Swedish. A notebook was used to note the contacts name and to note their reaction/impression from the conversation.

A personal meeting was possible with the contacts of the regional Chambers of Commerce and Invest in France, in Stockholm through the journey to Stockholm of one of the CCSF:s project leaders.

\textit{Termination}

An evaluation overview of the project and a construction of the project process are elaborated (analysis) and how the project could have been improved. Recommendations for the CCSF of how to continue with the work are made.
4.3 Communication Outcomes

The division of the empirical result is due to the different target groups. I intend to first introduce each group and its activities.

For the travel agencies I will only mention the size of the company and what they sell. Thereafter I will present the information I gave of the offer in the first conversation and the response in a table form to have an overview of the first and second call (about a month later) and compare the reactions of how the group received the information. As I have mentioned earlier I will call the regional Chambers of Commerce mediators and the travel agencies receivers.

4.3.1 Regional Chambers of Commerce in Sweden

The Swedish Regional Chambers of Commerce are regional trade and industry organizations situated in each of eight regions of Sweden. They are open to all companies and their main objective is the contribution of the business activity within its region to develop and to promote trade across the boarders. The Chambers also offer the companies a range of services, such as courses and counseling and a vast contact network (a couple of hundred business contacts each). They are positioned in each business community in Sweden and are important for networking in a regional, national and international level. The association of Swedish Chambers of Commerce is the national organization and network for regional chambers.\(^\text{126}\)

<table>
<thead>
<tr>
<th>Swedish Regional Chambers of Commerce</th>
<th>Response. First Call June-July</th>
<th>Response. Second Call After 20(^\text{th}) of August</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Stockholm Chamber of Commerce</td>
<td>Sounded interested. Wanted to discuss the alternatives in reunion with the other Chambers of Commerce in Sweden. Was willing to help through emailing, newsletters and homepage.</td>
<td>Is delighted to help for the marketing of the Business Centre. Has talked to one of the project leaders of the CCSF in the meeting in Stockholm and agreed to help through the homepage and mailing, is interested in</td>
</tr>
</tbody>
</table>

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\(^{125}\) Jansson Tomas Ljung Lennart, Projektledningsmetodik (Studentlitteratur: 2004), p.84

| The Norrbotten Chamber of Commerce | Sounded interested and suggested newsletters and homepage as an alternative to reach the members. | Interested in helping us in a couple of weeks when a project directed to France would begin, and it would be a good timing, had also met the project leader in Stockholm in the annual meeting of SUF (for the Swedish Chambers of Commerces abroad) and was really interested in cooperating. |
| The Vesterbotten Chamber of Commerce | Really interested in expanding the network in France, informed that they had a lot of companies interested in France, suggested emailing, homepage and newsletters also through their magazine. | Are willing to help through mailing, homepage and newsletters. |
| Mid Sweden Chamber of Commerce | Interested in sending the information to their members through Newsletter, Homepage | The information was already sent in July however due to the vacation period, the information was sent another time to the members through email and also through the homepage. |
| The Chamber of Commerce of Central Sweden | Interested wanted to send the information through email and homepage. | The information is on their homepage and they will send a newsletter with the information in October. |
| The Wermland Chamber of Commerce | Interested in receiving the information suggested the homepage, and through emailing. | Will help us through newsletters, mailing and homepage. |
| The Chamber of Commerce Mälardalen | Sounded interested in receiving the information, suggested their magazine, homepage and emailing. | Very positive of helping us through Newsletters, mailing and in their new homepage. |
| The Chamber of Commerce of East Sweden | Interested wanted to send the information to their members through homepage, newsletter and magazine. | Will send the information through Newsletters and homepage. |

4.3.2 Receivers of information
The table is in alphabetical order.

<table>
<thead>
<tr>
<th>Tour operators</th>
<th>Activity</th>
<th>Call 1 June-July</th>
<th>Call 2 August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affärsresor Travelnet Group</td>
<td>Voluntary cooperation chain consisting in privately owned travel agencies specialized in corporate, business and conference travels</td>
<td>Interested, have assignments for up to 200 persons and demands to Paris every now and then for larger groups with specific business events.</td>
<td>Have not had the opportunity to read the information due to the vacation period, will give me feedback by email</td>
</tr>
<tr>
<td>American Express</td>
<td>International recognized global payment company established in many countries also</td>
<td>Found the information interesting and informed that they often had requests to Paris and</td>
<td>Contact person sick for a longer period of time</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Company</th>
<th>Specialization</th>
<th>Request Details</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlson Wagonlit Meetings and Events</td>
<td>Specialized in business trips all over the world around 3000 assignments a year. Wanted to see the Business Centre when coming to Paris if the time allowed it (unfortunately this did not happen).</td>
<td>They do their bookings and obtain information through an agent in the country. Wondered how the booking would work through an agent with us as a contact. Interested in receiving the information.</td>
<td>Found the information good and has passed it over to the colleagues for future requests.</td>
</tr>
<tr>
<td>EuroBusiness Travel</td>
<td>Is a middle sized private travel agency that concentrates in business travels.</td>
<td>Interested in receiving the information however do not have so much request to France, cooperates already with the Spanish Chamber of Commerce.</td>
<td>Have not read it due to the vacation period. I sent it again.</td>
</tr>
<tr>
<td>Exclusive Tours</td>
<td>Middle sized tour operator agency specialized in arranged group trips.</td>
<td>Interested in receiving the information.</td>
<td>Have received the information however have not had the time to read it after the vacation.</td>
</tr>
<tr>
<td>Firstclasstravel.se</td>
<td>Middle sized tour operator specialized in business travels.</td>
<td>Have seminars, delegations business groups, interested in receiving the information.</td>
<td>Received and saved it for upcoming requests.</td>
</tr>
<tr>
<td>Fritidsresor</td>
<td>One of the leading Nordic companies in travel arrangements.</td>
<td>Wants to receive the information, for the moment they don’t have Paris in as an offer, if they think they are interested they will let us know.</td>
<td>Received and saved the information for future requests.</td>
</tr>
<tr>
<td>Gruppresor AB</td>
<td>Small sized tour operator specialized in group trips.</td>
<td>Have business requests for France, Paris interested in receiving the information.</td>
<td>Received and saved the information for future requests.</td>
</tr>
<tr>
<td>Golf Tours Sweden</td>
<td>Small sized travel organisation specialized in groups and in golfing.</td>
<td>They do sell business travels to Paris, interested in receiving information.</td>
<td>Right now is Paris not in their destinations.</td>
</tr>
<tr>
<td>Larssons Resor AB</td>
<td>Middle sized tour operator specialized in group trips (bus).</td>
<td>Receives requests for France, interested in receiving the information.</td>
<td>Good information, the demand is mostly in the summer. Saves it for future request.</td>
</tr>
<tr>
<td>Resekonsulterna</td>
<td>A middle sized tour operator specialized in group trips both in business and private</td>
<td>Interested in receiving the information however there demand is mostly directed to the private groups</td>
<td>Received the information, passed it over to all colleagues. Saves it for future requests.</td>
</tr>
<tr>
<td>Resia</td>
<td>Is one of Sweden’s biggest private chain of travel agencies.</td>
<td>Interested in receiving the information, do have the destination of Paris.</td>
<td>Have not received the information. I re-launched the mail again.</td>
</tr>
<tr>
<td>Smarttravel</td>
<td>Middle sized tour operator specialized in group trips.</td>
<td>Is a lot in France however do their booking through a travel agent (scancoming).</td>
<td>Save the information for future requests.</td>
</tr>
<tr>
<td>Ticket</td>
<td>Is one of Sweden’s leading private travel agencies offering a range of travel options</td>
<td>Interested in obtaining the information</td>
<td>Save the information for future requests.</td>
</tr>
<tr>
<td>Trainstouring Production</td>
<td>Middle sized tour operator specialized in group, student and business travels.</td>
<td>The demand was not so high in this sector they worked more with private groups and student groups however interested in receiving the information.</td>
<td>Save the information for future requests.</td>
</tr>
<tr>
<td>Travel Design</td>
<td>Middle sized tour operator addressed to business groups and private people</td>
<td>Interested in receiving the information, work a lot with business groups</td>
<td>They have the information and will use it when needed for future requests.</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td>Travel in Style</td>
<td>Small tour operator specialized in the destinations France, Portugal and Italy for business and private groups</td>
<td>Really interested in obtaining the information, works with this type of groups</td>
<td>The information was valuable will save it for future requests.</td>
</tr>
<tr>
<td>Ving</td>
<td>Ving is one of Sweden’s biggest tour operator and offers a range of variations of different travel options.</td>
<td>I spoke to the responsible in Sweden and in France. They had a lot of business clients going to France and the information really interested them</td>
<td>Due to the entrance of vacations they had not had the time to read the information. I sent it again.</td>
</tr>
<tr>
<td>Winslow Travel</td>
<td>Small sized tour operators specialized in groups, conferences and designed special trips</td>
<td>Sounded really interested, they have a variety of business assignments and work specially with conferences and business events.</td>
<td>Found the information very good. It was just what they need since they work with business events and different groups. Will save the information for future requests.</td>
</tr>
<tr>
<td>Ölvemark Holiday</td>
<td>Small sized tour operator specialized in group trips in bus and airplane also offering business trips.</td>
<td>Interested to obtain the information however do not have so much demand to Paris.</td>
<td>Could not reach the contact person since the person was sick for a long period of time</td>
</tr>
</tbody>
</table>

### 4.3.3 Other Institutions

<table>
<thead>
<tr>
<th>French Entities in Sweden</th>
<th>Activity</th>
<th>Call 1 June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest in France Stockholm</td>
<td>Is an industrial and commercial organization that is under the responsibility of the ministry of economy, Finance and Industry and the ministry for Regional Development and has a mission to make France the world’s destinations for foreign investment. Sounded very interested in the information, suggested different activities such as seminars and special France connected days. Wanted to meet a project leader in person in Stockholm to have further information. I did not send information by mail since a project leader was going to present everything in person in Stockholm.</td>
<td></td>
</tr>
<tr>
<td>Maison de la France Stockholm</td>
<td>The official organism of tourism under the ministry of economy and finance and the ministry of tourism with the objective of promoting the destination of France, gathering a partnership network all over the world. Could help us with the list of tour operators in Sweden however not with disseminating the information since they only cooperated with their network of partners.</td>
<td></td>
</tr>
</tbody>
</table>

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5 ANALYSIS DISCUSSION

This chapter will introduce into the analysis of the project process implementing the theoretical framework into the different phases in the project process and the results of the project with the objective to investigate how to conduct a marketing project in order to guide non-profit organizations with limited resources that want to commercialize their services, with the particular case of the CCSF.

5.1 Organizational change

With the increasing competition in the market place organizations of all type has to become flexible to fast change. Yorke states that in order for organisations to be competitive in the promotion of services they have to become market oriented, which means to match resources to the needs of the market in order to achieve their objectives. This process becomes however slightly more complicated for organisations that have limited resources such as the non-profit organizations. Kotler and Andreasen argue that marketing is considered valuable in the commercialization of services for non-profit organizations since they depend on its revenues. They suggest that the strategies implied do not differ much from the profit making organizations however with an important difference of resources since a major problem in non-profits is the lack of time, workforce, skills and financial resources.

One of the recommendations to imply when implementing the marketing thinking in non-profits is selecting well the profitable projects in an initial stage and that the project should only use a limited portion the resources during a limited time period, in other words the marketing projects should have a high economic impact yet not be expensive to implement. I believe the marketing project I had the responsibility of conducting had these same characteristics. It was limited in time (due to my internship period) and it utilised limited resources.

Having a non-profit organization bend its usual thinking to a more commercial thinking and become market-oriented takes time and is a difficult task with the restrictions imposed. However every organization is unique and the adaptation towards change is a learning process that each organization handles differently even if the implementation process is the same.

Implementing change through in a non-profit organization as the CCSF through a commercial division has broadened its organizational objectives yet not its resources. Through the inauguration of the new Business Centre in October of 2007 and its new services, the CCSF committed itself to develop the organizational objectives towards the Swedish companies in France and there was no time left for other projects. However the new offered services of the Business Centre embraced the need of promotion and representation towards a new target group in Sweden having a valuable opportunity there since Sweden was the second investor in France. A marketing project was the answer to the need and I was introduced to the project during my internship.

I believe when resources such as time, funds, workforce and experience (in the sector of marketing) are lacking the organizational objectives are met by alternative means.

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Teare and Monk argue that organizations can learn from change. The lack of time within organizations can cause dynamic instability and a so-called “fire fighting effect” where organizations have to prioritize their working tasks and in the end only deals with superficial solutions. Reaching dynamic stability involves planning in a more creative level and an understanding of the market place they are involved in where change should be implemented from the knowledge the organization already has.\textsuperscript{131} The year of 2007 led to a big change in the CCSF with the implementation of new commercial services. The corporate objectives broadened however not the work force which had their hands full with different start-up projects in the initial stage. I believe the “fire fighting” effect can sometimes have been the solution to cope with the work load and to prioritize certain tasks as more important before others. This resulted in postponed projects to the future like this particular marketing project of the Business Centre and its new services. I also experienced the same feeling in the form that while they were other projects involved in the planning I had to divide my tasks and could not be entirely occupied with only one project.

Another hindrance in the “change” process was that I experienced was when trying to find the “right” public. The project leaders were concerned when choosing the right partners which the service offer could be sent to. I had been introduced to inform to everybody that this was an exceptional offer since there was a concern with what the members might think offering the services to “non-members”. This I believe had to do with the feeling that Kotler and Andreasen describe, that they owe their public an explanation.\textsuperscript{132} At the same time they wanted to expand their networks in Sweden and inform a vast public of the new services, so I experienced to some extent a double-message, and an internal conflict when trying to implement a marketing project with the respect of the public. Therefore it was extra important to communicate with all the team in the project process to have their approval in each stage so that they could feel reassured of the process.

As I have stated before, Kotler and Andreasen believes the principal constraints a non-profit organization has to handle today are; time, work force, skills, the view of marketing and financial resources. They further states that non-profits often find themselves in the service sector. These factors are going to be the ones I will analyze throughout the project process.

\begin{figure}[h]
\centering
\includegraphics[width=0.5\textwidth]{figure13.png}
\caption{Constraints of non-profits (own model)}
\end{figure}

\textsuperscript{132} Kotler Philip Andreasen Alan, \textit{Strategic marketing for non profit organizations} (Prentice Hall Inc: 1991), p.23
5.2 Project Construction

5.2.1 Project Definition
In the construction of the marketing project process divided the different mechanisms and tasks. A good way to do so was observing the process through different stages implementing a similar strategy as in the 4-D model of project management, which is a model that divided the project phase in four elementary stages. It’s evident that each phase of the 4-D model is going to be adapted to the organizations personal needs. However, I believe these elementary stages can help an organization in the process development, implementation and resource allocation.

The first phase implies defining the project the what and the why in the project. This I believe is a very important stage since it is from here the elaboration of the right choices and strategies can be made.

<table>
<thead>
<tr>
<th>PHASE</th>
<th>KEY ISSUES</th>
<th>FUNDAMENTAL QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define the project</td>
<td>Project and organisational</td>
<td>What is to be done?</td>
</tr>
<tr>
<td></td>
<td>strategy, goal definitions</td>
<td>Why is it to be done?</td>
</tr>
</tbody>
</table>

The project was introduced as a marketing project approaching the Swedish market. Opportunity was detected in the Swedish market since Sweden was constantly growing in the French market and had become the second investor in France 2007. The CCSF finds itself in the service sector offering a range of services to their members.

The need was to commercialize the new services of the CCSF in their objective of becoming more business-oriented towards the market. To meet the need a more customer oriented strategy was going to be applied which was going to concentrate on the service offer and on the target group involved. The main objective of the CCSF with the marketing project was to inform, promote and obtain a long-term collaboration with a selected group in the Swedish market and to create a stronger service offer for the Business Centre in the Swedish market.

Since the market competition has created a need in the non-profit organizations, they are nowadays becoming more customer and market oriented in their service offers. Using marketing as a tool in the organizational change was a step towards the objective.

The mission of the CCSF is to be able to contribute to the development of Swedish-French business relations and to help in the development of the bilateral business culture. For this objective the CCSF works as a platform between the Swedish French business world. Hence they work for a vast consumer audience between the French Swedish Business environments. However, in order to have an effective service offer and to build a valuable network it was necessary to concentrate on specific groups. Since there were particular characteristics with the project the audience and the whole process was going to be adapted to the specific resources available.

The first step in the process was analyzing the principal characteristics of the project to be able to develop them further in the process.

133 Kotler Philip Andreasen Alan, Strategic marketing for non profit organizations (Prentice Hall Inc: 1991), p.28
134 AFFII « Rapport 2007 sur les investissements étrangers en France » p.21
The characteristics when receiving the introduction into the marketing project were; the objectives, the working tools for implementation, the time limitation, the market the project would approach, the services offered and which resources that would be implemented.

The introduction was necessary to give me an overview of the magnitude of the project and how to proceed with the project. It is from this background information I have made all the choices and operational part of the process and therefore I believe it is necessary to implement this “mind map” as background to the whole project process. A comparison can be the project conversion process the project is seen as mechanisms where the organization points out a need (the input) and it is up to the project leader to lead the project through the different elements and constraints until results.(the output).

**Figure 14: Mindmap (own model)**

In the context of non-profit organizations I believe it is a fundamental need to have each step of the project clear to be able to make the most profitable strategic decisions in the project process. It is about understanding how to divide the project, which decisions should be taken and in which areas the work should be focalized with the available resources. Furthermore I believe it is important to have a set of goals in each phase of the process to reach before moving to the next phase.

In my opinion the principal goals in this stage were:

- Setting out clear project objectives
- Having a picture of the project characteristics
- Knowing how to handle opportunities and constraints
- Planning the involvement of actors and the implementation available resources
- Preparing with background information

It can be established that this project was going to involved some of the constraints the associations usually have (referring to the illustration in purple), there were going to be in the question of time, financial resources, skills and the marketing view.

The resources applicable to the project were going to be the communication tools (telephone calls to Sweden, internet) and working tools (programs, computers, telephones). The constraints of financial resources were going to be met by delivering the service offer to a special audience in Sweden with the criteria of potential collaboration and having a vast network. The time limit was going to be resolved by planning each stage with a timeline. It was also necessary to develop the value of the offer. Thus the project was going to be concentrated on two main axes

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136 Maylor Harvey, *Project Management* (Harlow; Person Education: 2003), p. 26
developing a potential network and creating a good service offer for the chosen group of potential customers. Since the offer was going to be presented as exceptional it was important to have a good potential public and a good offer.

In the first stage of the project also involved the theory and information search. The theory search was important to have in the search for different supporting models to have in the process and also to understand how the project process can be developed I supported the project process in the theoretical framework. The theory framework model shows the relation between all my theories and in which areas I developed the search. Here I show the chosen theories and the relation between them. From change in the non-profit organization a new method of marketing management is developed. From the project management theories a marketing strategy was developed, this involved principally the offer of the service. Thereafter I focused on communication and segmentation theories which will show the chosen group and the network building.

**Figure 15: Theory Research (own model)**

Since many non-profit organizations are often to small to be able to afford and hire specialized skills for the improvement of their operations and they often lack the experience and time to cover it themselves, areas in which support is often needed is in advertising and marketing research. This is what happened in the CCSF and since my experience in marketing projects was new I supported myself in the research. Even if many non-profit organizations are sceptic to marketing research, it can be valuable for the decision making process in the project. The research must be strategically focused with a mission, strategy, implementation plan, organization and control.

The information search was about obtaining information about the role of the CCSF, their functions, collaboration partners and potential partners in Sweden. It was about seeing the organizations external and internal environment to know what could be improved. In a non-profit organization context, seeing the external environment is an important tool when finding the key public that has to be considered in the planning and when it comes to segmentation. Major actors in the French market of the CCSF were: The members and the Swedish institutions. The potential target groups in Sweden consisted of: Swedish institutions and companies interested in the French market. The information enabled me to see which actors which were already in collaboration with them and which could be the potential partners.

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138 Ibid p.255
139 Ibid p.14
The internal environment enabled me to know the work that had been done in the past to offer the services to be able to construct on the same work. There was the official homepage, the magazine LIENS that was distributed to all contacts and the media attention through the opening.

5.2.2 Design the project process
The next step involved designing the project process and the delivery of the project based on the strategic planning project. In the 4-D model the phase of the designing of the project involved designing the project process, which meant developing supporting models and planning models as support for the project. It was about answering to the how in the project. The phase of delivering the process involved the implementation based on the decisions made.

<table>
<thead>
<tr>
<th>PHASE</th>
<th>KEY ISSUES</th>
<th>FUNDAMENTAL QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design the project process</td>
<td>Modelling, planning, estimating resource analysis, conflict resolution and justification</td>
<td>How will it be done? Who will be involved in each part? When can it start and finish?</td>
</tr>
<tr>
<td>Deliver the project</td>
<td>Organisation, control, leadership, decision-making and problem-solving</td>
<td>How should the project be managed?</td>
</tr>
</tbody>
</table>

The models I chose to implement in an early stage were used as a support in the decision process. The principal goals in this phase were:

To see over the possibilities and constraints
To make a time-planning
To decide a marketing strategy
To decide a target audience
To make an information system

Initially a prospect of the opportunities, strengths, threats and weaknesses (SWOT) was made to establish the strong points of the organization to develop further in the decision making. I believe this is helpful when deciding in which direction the process will be developed in an organization. From this analysis it was established that the strengths were that the CCSF is a well-known and important institution with a vast network in the French market and that Sweden was a strong unexplored market with potential collaborating contacts. Furthermore it was established that because the Business Centre was situated in an attractive place in Paris, it was necessary to build the service offer on this information and to differentiate the offer from competitors with the same service offer.

A simple time planning model was also constructed to have the work division clearly set out in the period of four and a half months. Because time was a resource that was scarce I experienced however that the planning was not always so easy to follow due to other responsibilities in the organization both for me due to my other tasks I had to priorities and for the project leaders when approving the material. The approval was not always the first priority since they had other projects to take care of. I was however there to sometimes “hurrying” the process because I wanted to be able to reach the public for the first contact before the vacation period in July.

Since each stage of the process had to be approved by both project leader and sometimes also the president (for the leaflet) the process took longer than expected and I had to be flexible with the time. I experienced that the planning of time had to be not concentrated on shorter deadlines but on part-
time objectives. Since it was a multitask environment the priorities were going to be different depending on the project ahead. I believe the most important in the time planning process was that I had clear objectives in each phase so for each period I had to finish the most significant in each task to let the project process continue. The timeline had to be broad to changes nevertheless having the objectives firm.

When deciding the proper strategy the principal questions to answer were: Which markets do we want to compete in? What products and services? What will the basis of the competitive advantage be? The strategy is about the relocation of resources, in a non-profit context it’s a critical step because it’s the systematic process of the marketing to position itself in the competitive market.

In the case of the CCSF the answers where: In the Swedish market since there was a great potential there to have companies and organizations wanting to expand their activities in France. The products and services were mainly going to be the renting of conference rooms and the organisation of business events. The competitive advantage was mainly going to be developed through the service offer in a customer oriented approach. Moreover having the strong representation and image the CCSF had as an institution and having labelled the offer as “exceptional”.

In the strategic planning model the principal steps are the strategic analysis which practically is the same as phase 1 in the 4-D model. The information of the Strategic Analysis helps develop the strategic choice which is the elaborated service offer. In the strategic implementation the organization has to relocate resources and decide the principal actors. It is about elaborating the best choice for the project. The strategic planning model was useful to have as an overview of all the minor steps in the process to be able to see the entire context.

In the case of the CCSF the strategic analysis in the project were knowing the objectives and goals, the theoretical research the organizations mission the SWOT analysis the external and internal analysis and the resource overview (mind map). This helped me decide in a more precise way which strategy I was going to implement in the approach. The Strategic choice was about comparing choices when for example choosing between several target groups and the exact service approach.

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141 Ibid p.72
The strategic implementation was about knowing who was going to be involved in each step of the process; that was principally going to be me and the project leaders (for the approval). It was also about the resource allocation. As the project leaders agreed, there was not going to implement any financial resources in the first stage. The resources involved were the working and communication tools.

When an organization segments a market and targeting consumers it’s important for them to seek for the most “profitable consumers” and markets to implement competitive strategies. An organization with limited resources needs to choose where the best opportunities are, which markets and which consumers that they need to concentrate on. One of the problems the non-profit organization has when segmenting is when choosing a segment because they often operate for the publics’ interest with limited resources they often seek to reach the whole market rather than one particular group. The “niche marketing” or concentrated marketing is when the organization concentrates its limited resources to the most profitable segments for them. The strategy was to opt for the niche marketing when choosing a profitable group for the CCSF the three criteria were that it would be a group that could collaborate with the CCSF, that they would have a vast network of business relations and that they would be in Sweden. This enabled me to concentrate the strategy and consecrate time in only two influential groups.

There were governmental institutions and private organizations that were considered however, in the end the decision was made upon two groups. One group that the CCSF could identify with which was the regional Chambers of Commerce in Sweden (eight offices in the association of the Swedish Chambers of Commerce), this was a “safe” choice since the CCSF knew they were going to be open to collaboration since they were institutions with the same corporate mission. It was important that they were members in the association of the Swedish Chambers of Commerce because when I called to the other two they did not wanted to collaborate without charging. It was important that the project leaders felt safe with the choice of group since this was an offer they wanted to make exceptional to guard the members exclusivity.

This segment group was also significant since they had each a vast business network of member companies in Sweden, the collaboration could be positive for them if they wanted had companies that wanted to go abroad as an expansion of the network.

The other group was a new target group and consisted of travel agencies selling business and event travels to France (Paris). This group was more researched since I had to search for the specific list of agencies selling this type of travels. I found 20 agencies in this category. After everybody was found a list was made with all the information of the potential contacts. After contacting them the same list was used to put the results of the calling. As Grönroos argues that in the customer oriented service a database has to be created for a long term relationship.

The service offer I implemented in the marketing project combined three different theories, the relational, service and place marketing. I believe these three theories described the offer I wanted to construct in a proper way. The service and place marketing theories were going to be a support when giving value to the offer and the relationship marketing theories when giving value to the communication with the objective of a long term collaboration.

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145 Ibid p.169
146 Grönroos Christian, An applied service marketing theory, European journal of Marketing; 2001, Vol.16, p.31
The service concept is consumer-oriented; it comes from the consumers’ needs and wants.

Customer oriented service systems focuses on employees, technology, customers and time. A service is intangible, the quality is perceived by three different components: the corporate image, the technical quality and the functional quality. A service is also valued through the distinctive service it is donated since the service is a buyer-seller interaction.\textsuperscript{147} Place marketing on the other hand is the commercialization of places; a city, a region or a country. There are four large target groups involved in place marketing, they are: visitors, residents and businesses that want to establish an activity or invest in the place. Place marketing is positive when there is a good image about the destination.\textsuperscript{148}

Since the CCSF has a strong corporate image as an established institution the quality perception is expected to be high. The technical quality is also relatively high since the Business Centre is equipped with the latest commodities for business events to offer to the public, however since the public is augmenting they need later on to augment their work force in order to be able to meet customer needs. The functional quality is working through the communication in the new official homepage and the magazine LIENS. This quality can however be improved by facilitating the offer through the new homepage. The information on the website could include all the details of the Business Centre and facilitate the reservation online as much as possible to customers. The members’ partners of the Business Centre could evaluate the business Centre through the homepage to have their valuable opinions and be able to improve the activity. Special rates or a package deal of the renting could be established. Moreover since Paris and France has a positive image for most people this could increase the service value an even more being situated in the business headquarter of Paris, Champs Elysée since the searched target group were principally within the business sector.

According to Grönroos there are some important factors to consider in relationship marketing. The firm has to be defined as a service business and it also requires that the partners involved work in mutual collaboration seeing each other as benefiting partners (a win to win situation). The practical sides involve background information and the face to face encounters are ideal for a long term relationship building, moreover the database is necessary as I mentioned before for a long term relationship.\textsuperscript{149} The aim was to have an effective communication with the selected target group to

\textsuperscript{147} Grönroos Christian, \textit{An applied service marketing theory}, European journal of Marketing; 2001, Vol.16, p.32
\textsuperscript{148} Ek Richard Hultman Johan, \textit{Plats som Produkt} (Studentlitteratur : 2007), p.28
\textsuperscript{149} Grönroos Christian, \textit{An applied service marketing theory}, European journal of Marketing; 2001, Vol.16, p.31
obtain a long-term collaboration. This was met through a communication phase that involved telephone calls, internet contact and for the institutions personal meetings.

Heinonen and Sandvik argues that the value in communication is created through the content (what), the presentation (how) the place (where) and the time (when)\(^{150}\)

When creating the message, sending the email and the message and calling one of the objectives was to create a long-term relationship with the mediators and receivers. The intention was then to cover both the personal contact and the informative contact having a telephone call before and after sending the information email with the leaflet.

The elaboration of the leaflet message and the telephone message has been a bit different. In the leaflet message we tried to concentrate a bit in the value of the Business Centre mentioning in shortness the project behind it and the objectives of the CCSF. According to Kotler it would be somewhere in between a rational and an emotional appeal. Rational because the information presents on the functional benefits of the offer and emotional because it also mentions the work an important Swedish institution makes in another country and the contribution of important Swedish companies, this may therefore create a positive feeling, identifying to the country, to the companies or to the work behind the project. I have been conscious of the messages content, structure and format as Kotler argues as important steps in the construction of a message. I did not include the price in the message since the objective was to inform about the services, moreover because the prices were not fix and could vary depending on the event project or on the rental conditions.

The telephone message was more personalized and though the message was the same I tried to make it as short as effective as possible when introducing it not to sound as advertising but speak more on a personal level. When talking to the different persons I tried to give space in the conversations for reactions, comments and questions and be as organized as possible, as John Boe argues that building trust is about knowing how to listen to the other person. One of the factors that attracted the audiences’ attention was the fact that I was calling from Paris, France and from the Chamber of Commerce. The Fact that I was calling from the Chamber of Commerce gave me immediate authority to reach the head of offices the first time (otherwise they are often busy). The fact that I called from Paris gave the call a more interesting and personal touch since many of the audience began asking how it was over there and personal questions of how long I had been there etc. “It broke the ice” which I saw as a very positive thing. The overall impression of the first contact has been positive. I believe the message got through well because when I made the second call they all remembered me and also when the CCSF project leader met the regional Chambers of Commerce in Sweden they mentioned they had talked to me, even remembering my name (which maybe is not so hard since it is not a common name in Sweden) which made me believe that I had made a good impression and that the message was retained.

I believe the representation of the Chamber of Commerce is part of the positive response received since it is a respected Swedish institution. However I got the impression that the Regional Chambers of Commerce could identify more than the tour operators since as Gröönroos argues the situations was more a win to win situation for the Regional Chambers of Commerce because they could collaborate with the CCSF in a longer term with similar projects expanding their networks abroad. The tour operators reacted on customers demand and they were therefore not always “free to choose”

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the involvement. As Khand Do and Moe states that project success criteria can be measured in the final stage in the satisfaction and in the organizational objectives and goals. Since the project has generated (mostly) positive responses from the created network both by telephone and personal contact and a willingness to collaborate mostly from the side of the Swedish Regional Chambers, it has therefore reached the CCSF:S organisational goal and objective which was to inform, promote and obtain a long-term collaboration with a selected group in the Swedish market and to create a stronger service offer for the Business Centre in the Swedish market.

Another important issue as was mentioned has been the \textit{timing} of the message. Since the first call was in June-July and the sending one week later, due to the approval period, the message got sometimes lost in the vacation period. This was however corrected in the second call when I in case of need, re-launched the mail. However in the case of the regional Chambers of Commerce this was a little difficult because we agreed by phone to make the publicity of the information one month later. Therefore the second call was extra important to the Chambers of Commerce in Sweden since this reminded them of the commitment of collaborating with the diffusion of information.

I believe the first contact has been established and the message of the Business Centre has been received. The word of mouth marketing has been an efficient way of communicating the message. Plummer. J argues that it is for the reason that nowadays consumers are overwhelmed with information which distinguishes the of mouth discipline in one important way; it can classify the message from a credible source about something new. I believe it is because of the telephone call the audience has remembered the information of the Business Centre and the credible source is the Chamber of Commerce. I am sure it would not have been the same response without the call only sending the information through email.

When creating a new network Doyle argues that it is important to identify the social network and to identify the opinion leaders, in this case the opinion leaders would be the regional Chambers of Commerce in Sweden and Invest in France in Sweden because they have a vast network of members and contacts and also they are able to cooperate in a more intense way than the tour operators.

The mediators differentiated themselves from the receivers in an important factor: The CCSF needed the mediators as they needed the CCSF, to create contacts and expand the networks. It is in equal terms and can be considered a partner relationship as T. Rose, William, Robertson states where the two parties wins something out of the relation. The case was however different with the tour operators because they were the receivers of the information. Due to this even if they were glad of the opportunity of expanding the networks they depend of the demand of their clients. Therefore the overall impression could be that we needed them more than they needed us, and the reception of information was than more as advertising and less as network creation. However in general the contact sounded really interested and really positive of receiving the information.

One important factor when creating and establishing networks according to Grönroos is meeting the people in person and talking to them face to face. Also talking to the right person, meaning the person who is in charge of the decision-making and who can transfer the information in an effective way. An advantage in the work was that one of CCSF:s project leaders was in Stockholm in the annual meeting for the chambers of commerce abroad. Being present meeting the contacted persons, they had the opportunity to discuss different alternatives of how to cooperate together in this matter and which options that would be most convenient for them. The project leader also got the opportunity to meet with the contact person of Invest in France.
To gain Partner and Member value the marketing project of the CCSF need to be concentrated in the relationship quality, contact density and contact authority. These three drivers will be more or less better off depending on the actions there will be to develop each category better. The members/partners contacts will expand and service quality and interface will improve due to the quality and expansion of network. This can potentially generate a snowball-effect meaning that the contacts will spread the word to their network contacts (members in the case of the regional Chambers of Commerce) by for example the word-of mouth discipline which will contribute to the development of network for the benefit of the Business Centre. This can be adequate to apply as a first phase. The second phase would be to contact the larger governmental institutions in Sweden to collaborate with them and gain a larger and varied network of contacts. An illustration of this can be seen below.

Figure 18: The relational drivers

6 CONCLUSIONS

This chapter will involve a summary of the final result of the project development and answer to the question “How is a marketing project of an organization such as the CCSF to be conducted to promote a new commercial activity in a non-profit association context?”

My purpose with this study has been to investigate how to conduct a marketing project in order to guide non-profit organizations with limited resources that want to commercialize their services, with the particular case of the CCSF. It is however important to remember that every organization is unique and has different needs and that one strategy are not going to fit them all. Nevertheless there can be certain hindrances within non-profits organizations can be helped to overcome. The constraints most non-profits are affected by are limited resources such as: time, work force, skills, the marketing view and financial resources.

In order for a non-profit organization to become more competitive in the market the organization needs to know how to use their available resources in the most profitable way and moreover they need to change their marketing methods to become more consumer and market oriented. It’s all about detecting opportunities and needs.

Organizations with limited resources such as the CCSF, should carefully select the most profitable projects which use a limited portion of resources during a limited time and with a high economic impact. The construction of the project process had to be planned in a strategic way by implementing a marketing planning process. I concentrated the marketing project in two main axes the relationship building and creating value to the service offer

At the first stage of the process the organization has to be clear about its corporate objectives and goals. The goals were really important to be conscious about in each stage since it was a multitask environment and tasks could not always be performed as previewed in a schedule. Time had to be flexible however having the objectives accomplished in each phase. I believe the CCSF was rather clear with the projects objectives in an initial stage however the conflict of the exclusivity to its members had to be taken into consideration when choosing the target group. This was solved through constant communication and deliberation of the process for approval in each stage. In the first phase the organization should also be clear about its internal and external environment, know how to handle opportunities and constraints, have a clear picture of the projects characteristics and know how to allocate available resources. It was about deciding the project settings. The project setting was discussed and handled in an initial stage; here message was that it was going to be a communicative process with potential collaborative organizations without any financial resources implemented.

In my case the theoretical research was very useful as a support to be able to decide how to best proceed. Since marketing is a new field in the non-profit structure skills is a common problem. The initial stage should than include fundamental research in the field to be prepared to implement clear solutions in the project process.

The next stage in the process involved the implementation here the objectives were to decide a proper marketing strategy, decide a time-planning and a profitable target audience and implement and information system. Supporting models like the SWOT and the time-planning model were constructed to guide me through the process. This helped in the decision making of how to construct the strategy. The segmentation was made according to the niche marketing theory which implies that
an organization with limited resources concentrates on one or two profitable groups to direct their offer on. The criterion of the target groups were that they were organizations with a vast business network which could collaborate with the CCSF.

It’s important for non-profits to find groups which can collaborate with them without charges having a win to win situation. They have to be able to know their environment to see which groups that would be mutually benefited by the collaboration. It’s positive to have a group that can identify with the work of the organization. To increase the partner/member value the CCSF should be concentrated on three drivers, the contact density, the relationship quality and the contact authority. The groups identified for the CCSF were the regional Swedish Chambers of Commerce, travel agencies in Sweden offering business events in France and institutions that represented France in Sweden like the Invest in France Agency and Maison de la France. The regional Swedish Chambers were going to function as mediators of the information and the travel agencies and the rest of institutions as receivers of the information. In the case of the Chambers of Commerce they were identified as opinion leaders since they had a vast network of business contacts and also because they wanted a more intense cooperation. The mediators differentiated themselves from the receivers in the way that we needed them more than they needed us, in the case of the institutions it was a win-win situation because they were glad to expand the networks. A database was made with all information from the contacts and the communication with them to be able to keep the long term relationship.

Moreover it’s important to have a valuable service offer. The non-profits need to know what they want to offer why and to whom. The service offer value was obtained through the corporate image since the CCSF is a respected and well-known institution, the positive technical quality since the Business Centre had all covered for business events and the place (Paris, France) which augmented the positive image and the relational quality which was obtained through the communication phase through calls, internet and personal meetings (for the institutions).

In communication organizations has to consider, what to say, when, how and where to say it. The timing in this case was very important in the process of delivering the message due to the consideration of the vacation period. The outcomes from the communication were very positive. The biggest impact was gained in the institutions, the regional Swedish Chamber of Commerce and Invest in France who were all very happy to collaborate with the CCSF. The travel agencies were mixed in their opinion and many of them saved the information for future requests. Since it’s not up to them but to the demand of the customer they are in a different position when receiving the information. Nevertheless they appreciated many times the information given.

The outcomes of the project was positive, the objectives of the CCSF was to inform, promote and obtain a long-term collaboration with a selected group in the Swedish market and to create a stronger service offer for the Business Centre in the Swedish market. I believe the information and promotion was well covered in the progress, also the long term collaboration, however more towards the institutions. Project success criteria can be measured in the final stage in the satisfaction and in the organizational objectives and goals. The practical results of the project have generated (mostly) positive responses from the created network both by telephone and personal contact with openness to long-term collaboration (mostly from the Swedish regional chambers of commerce) and it can therefore be said to have involved project success.

Evaluating the process, one thing that I would have done differently would have been planning the time better in the communication process.
Summarizing with some concluding recommendations to answer the purpose of the study:

- Non-profits should select well the profitable projects and to minimize risk they should choose projects with a high economic impact, limited resources during a limited period of time.

- The prospect for new opportunities in new markets should be made to be able to be competitive in the market.

- To be able to cope with change and minimize the “fire fighting effect” an organization should have a structured process implemented which would enable to allocate the limited resources in the most effective way and help them become more market and consumer oriented.

- Implementing a new commercializing project, the first step is that the organizations have a clear mission, objective and goals to be able to measure the outcomes and also clear vision of the constraints and how this is going to be handled. Moreover external and internal information about the environments and the actors involved.

- The second step is to design the project process and how the project will be developed, which actors will be involved in which part, which strategy to implement. The non-profits should consider collaborating partners with a high impact (large network) as a good choice to develop their network in a less expensive way.

- Time for each task should be flexible however having clear objectives in each phase of the process. The offer (service) should be constructed around the organizations image, the technical quality and the functional quality. Moreover in the communication the how, where and when has to be considered and having in mind the personal contact that gives a bigger impact.
6.1 Last words and recommendations

The intention with this study has been to broaden the view and show an alternative way of how NGOs can manage projects with limited resources when commercializing services. I believe the results can function as recommendations to practitioners in working in non-profits dealing with limitations of resources.

My experience in this project has been without a doubt very valuable. During the progress I sometimes wanted to speed up the process when some things went slow for example the responses of people. I took it as a personal matter to see to it that everybody of the list got the information and that it was the right person. Sometimes the assistant to the contact person wanted to take the message for the other person however I insisted to reach him/her directly because in this way I could be sure of their reaction and what they thought of the offer.

Since this is my first “real” working experience, I have learned in each part of the work from every person being there in the process and also from myself and how I handle the management of projects within the fields of organization, negotiation, management and the marketing of a product.

When conducting the project I believe certain personal qualities were useful along the way. The first one is the social quality in the phase of reaching out to people. It helped me gain confidence with the public, reaching them in a nice and relaxed conversation. The other qualities helpful in the process were the initiative taking and the creativity. The initiative taking was useful in the way that I acted rather independent of the project leaders, (also coming from their own opinion). This was positive to the process because it let it move forward. The project leaders were already working in other projects and did not have the time to involve themselves profoundly, only to check and approve the different phases. The creativity came in hand in the creation of the message and to different solutions and ideas along the way, for example to arrange a personal meeting with one project leader who was traveling to Stockholm. One personal aspect I have learnt to control along the way is the impatience feeling when the project did not move in the pace I wished due to different restrictions. I have also learnt to be more organized and structured in the way I work.

The message

The next step in the marketing strategy is to keep the audience updated of the Chamber of Commerce and the Business Centre, for example by sending the magazine LIENS to the contact persons or newsletters.

To the most interested targeted group it could be convenient to send them further information in a couple of months, for example a compiled folder (containing a brochure of another harder material) by the post completing the information with a price list and general information about the Chamber of Commerce and the business environment in France etc.

The brochure could also be sent alone for example three copies to each contact person (not too many so that it does not lose value in the quantity) however by post because I believe it is important to change information channels to be remembered better.

Another option could be a postal card with photos and eye-catching colours of the business Centre or a postal/brochure that could be opened for the audience to “enter” the business Centre. This would be
and effective way of showing the business Centre in a more complete way, including a catchy slogan and an eye-catching design.

**The Network**

Proceeding from this initial contact I recommend in order to able to establish a long-term relationship to keep up the contact through:

Seminars and Meetings, Invitation to Paris with information about the Swedish-French market and were they all can see the Business Centre in person.

Establish a contact with the Regional Trade Councils in Sweden by advice of their office in France.

Apply for being a partner in Maison de la France in Sweden which would expand the contact network.

Cooperate with Invest in France /French Embassy to have seminars for the contacts about France/Paris as a business region and the Business Centre, in Stockholm with someone from the CCSF having the presentation.

I believe it’s extra important to reach out for the tour operators as an incentive for them to advertise more France in their travel offers.

Decide personal meetings with each of the contacted persons to see each other in person in Stockholm or in Paris to talk possibilities.

**Long-term recommendations**

To develop the network in a longer perspective I suggest a deeper collaboration with governmental institutions concentrating in the special assignments and services the CCSF offer. The collaboration could lead to more possibilities of reaching people demanding all types of assignments.

First of all the academic entities. Besides the scholarship the CCSF already offer, this could be a way of helping graduating students (which have their internship included in their profession) to find internship opportunities to searching enterprises in France. This relation could help to establish both a contact with the younger generation and the academic world.

Other governmental institutions to have collaboration with could be the Tax Authority, the Recruitment office (also developing more the service were to help Swedish find a job in France), the Security Office and the County Council which include all the health care offices in the region.

These are important entities in Sweden and would represent a vast contact network.

Other organisations that could be interested to contact are the entrepreneurial organisations which could be smaller businesses maybe interested in exporting abroad.
6.2 Future Research

Since the subject of commercialising in a non-profit context is rather new there is not much general research in the topic. The field is interesting since there can be much to do in all areas to implicate the business orientation in the non-profit organizations structure. I believe the consciousness of having a more market oriented approach is nowadays an important and competitive implementation for the non-profit organizations. Another area in the same field that would have been interesting to study about is how non-profits and the business world can learn to communicate in a better way or what the non-profits can learn from the business world in the management field for example, and vice versa and also about social entrepreneurship, which is basically an entrepreneur working for a social cause however in a profitable context. These entrepreneurs can contribute to more equitable and ways to commercialisation by developing models that balance profit and non-profit objectives for NGOs.

Moreover it would be interesting to investigate in a more profound way how theories in marketing can be influenced by entrepreneurial skills in projects.
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Winslow Travel http://www.winslowtravel.se/pages/page.asp?lngID=92&lngLangID=1 270808
Ölvemark Holiday http://www.olvemarks.se/dokument/gokom 270808
APPENDIX

CCSF Business Centre

The Business Center is situated in 39 Pierre 1er de Serbie, in the 8th zone of Paris. The building can be considered to be a luxury accommodation since the sector is one of Paris most expensive. The business center is characterized for being “completely Swedish” since everything is representative from Swedish companies; the furniture, the decoration and even some electronic devises.

Rental Conditions

Due to the respect of privacy I have decided not to show the prices.

Meeting room

Maximal Capacity: 6 persons

Half-Day (4 hours): 9.00-13.00 or 13.30-17.30

Entire Day (8 hours): 9.00-18.00 (one hour lunch break not included)

Access to Internet ADSL and Wifi is included. The CCSF offers Coffee, tea and water. The meeting room is equipped with a paperboard and a telephone.

Conference room

Maximal Capacity: 50 persons
1-10 persons

*Half-Day* (4 hours): 9.00-13.00 or 13.30-17.30
* Entire Day* (8 hours): 9.00-18.00 (one hour lunch break not included)

Access to Internet ADSL and Wifi is included. CCSF invites Coffee, tea and water.

11-20 persons

*Half-Day* (4 hours): 9.00-13.00 or 13.30-17.30

*Entire Day* (8 hours): 9.00-18.00 (one hour lunch break not included)

**Conference offer with breakfast**: (2 hours): 8.30-10.30

The conference room can be “theater arranged”, with a capacity for up to 50 persons. Breakfast: coffee, tea, water, juice, milk, sugar, croissants and fruits are included.

The Conference room is equipped with a projector, white cloth for the presentations, a flat-screen TV, a dvd-player, an interactive paperboard and a conference phone.

**Regulations**

The cost for the rental of the terrace varies depending on the event.

Breakfast: coffee, tea, water, juice, milk, sugar, croissants and fruit: are excluded price/person.

Lunch break: lunch box or cold buffet: offer upon requests

Cocktail: Offer upon requests.

All extended time from the reservation is counted as a cost of a half day.

The prices are reserved to the members of the CCSF with exceptions reserved.

Cancellations: more than 30 days before the date 10% of the total price
30-15 days before the date 50% of the total price
Less than 15 days before the date 100% of the total.

Catering is upon request.

A down payment of 50% of the total sum is requested to confirm the reservation.
Special Benefits

The CCSF has partnerships with the members that have contributed economically with the project of the new facilities of the Business Centre and they can have free access to the conference room or to the meeting room depending on the amount of contribution.

Facilities and Rates

I made a small comparison between eight different companies renting conference rooms in the area of Champs Elysee to obtain an understanding of where the CCSF positioned itself in price class in comparison to their competitors. The company information was found from the search engines www.abcsalles.com and www.1001 salles.com. Unfortunately not all companies specified their rates on the homepages but through a first contact. Therefore I only picked out those who had the price information available being in the same sector. As you can see in the chart below the price is per person and the offers varies sometimes including diner and breakfast and sometimes not. The company Eurosites George V did not specify what they include in their offer.

The chart below shows the different rate levels of the eight different rental companies of conference rooms in comparison to the CCSF. The ranking is made by order having the highest rate first and the lowest last. As one might notice the CCSF positions itself in a middle class of price (red).
Svenska Handelskammaren i Frankrike er lokala samarbetspartner

Handeln mellan Sverige och Frankrike visar på ett ökat utbyte. 2007 var Sverige andra största utländska investeraren i Frankrike efter USA men före Tyskland!! Trots detta ser vi den franska marknadspotentialen som fortsatt stor och relativt outnyttjad.

Svenska Handelskammaren i Frankrike innehar en viktig roll för utvecklingen av det svenska näringslivet i Frankrike både vad gäller de i Frankrike redan etablerade företagen och i samband med nyföretagssatsningar.


Som ett led i Handelskammarens strävan att bidra till en intensifierad ökning av en svensk affärsvirksamhet i Frankrike vill vi exceptionellt erbjuda Er tillgång till vår unika mötesplats mitt i centrala Paris samt våra nya affärtstjänster.

Vi kan erbjuda Er:

| Uthyrrning av konferens och möteslokaler  |
| Organization och programanläggning för affärselegationer |
| Organisation av Företagsevenemang |
| Assistans och logistikhantering kring utställningar och mässor |

Boka redan nu era affärsmöten och företagsevenemang på Handelskammarens Affärscenrum. Vi kan ta oss an olika företagsupdrag och ge Er tillgång till fullt utrustade konferenssalor i en alldeles unik miljö perfekta för företagsrepresentation och evenemang som kräver något utöver det vanliga!

Kontakta oss gärna för ytterligare information eller besök oss i Paris.

Hjärtligt välkommen!

Chambre de Commerce Suédoise en France / Svenska Handelskammaren i Frankrike
39 avenue Pierre ler de Serbie
75008 Paris
Tel. +33 (0) 1 44 43 05 15
Fax +33 (0) 1 44 43 05 16
e-mail : info@ccsf.fr
www.ccsf.fr

1 Mätt i antal arbetstillfällen enligt Invest in France Agency’s rapport 2007
Visste Du att Sverige är den andra största utländska investeraren i Frankrike? ¹

Handeln mellan Sverige och Frankrike visar på ett ökat utbyte. 2007 var Sverige andra största utländska investeraren i Frankrike efter USA men före Tyskland! Trots detta ser vi den franska marknadspotentialen som fortsatt stor och relativt outnyttjad.

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Som ett led i Handelskammarens strävan att bidra till en intensifierad ökning av svensk affärsverksamhet i Frankrike vill vi exceptionellt erbjuda medlemsföretag i …………. Handelskammare tillgång till vår unika mötesplats mitt i centrala Paris samt våra nya affärtjänster.

Bland våra tjänster ingår:

Uthyrning av kontor
Företagsadress i Paris
Uthyrning av konferens och möteslokaler
Organisation och programanläggning för affärsdelegationer
Organisation av företagsevenemang
Partnersökning
Assistans och logistikhantering kring utställningar och mässor
Informations- och kontaktförmedling

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¹ Mätt i antal arbetstillfällen enligt Invest in France Agency’s rapport 2007.
Did you know that Sweden is the second most important investor in France?  

The Commerce between Sweden and France shows an increasing exchange. Sweden was the year 2007 the second most important foreign investor in France after the United States however before Germany! Despite of this fact we can observe the French market potential as incessantly important and relatively unexplored.

The Swedish Chamber in France has an important role for the development of the Swedish trade and industry in France both when it comes to already established companies in France and in relation to new business investments.

Last year in October, the King Carl XVI Gustaf inaugurated the Swedish Business Centre of the Chamber of Commerce well situated in the middle of Paris central business sector. The Chamber of Commerce offers with this establishment a new platform for Swedish Business in France. The project is a significant investment through partnership with several important Swedish and Swedish related companies such as: AB Volvo, Alfa Laval, AstraZeneca, Atlas Copco, Becker Industrie, Advokatfirman FTP&A, Electrolux, Ericsson, Expatria, Global Refund, Gunnebo, H&M, IKEA, KREAB, Mercuri Urval, Nordic Design, SAAB, SAS, SCA, Scania, SEB, SKF, Securitas, Stora Enso, Swedish Handelsbanken, Tetra Pak, TVA Conseil, Volvo Automobiles with the objective to further develop and reinforce the Swedish-French business relations.

As a step in the Chamber of Commerce aspiration to contribute to an intensified growth of the Swedish business activities in France we wish to exceptionally offer the member companies of………. Chamber of Commerce access to our unique meeting place I central Paris as well as our new business services.

Included among our services are:

- Renting of our conference room and meeting room
- Hosting of Company’s address
- Organization and program planning of seminars
- Organization of business events
- Partner research
- Logistical help with trade shows and exhibitions
- Information and contact agency

Feel welcome to contact us for further information or visit us in Paris.

Welcome!

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39 avenue Pierre ler de Serbie
75008 Paris
Tel +33 (0) 1 44 43 05 15
Fax +33 (0) 1 44 43 05 16
e-mail : info@ccsf.fr
www.cccsf.fr

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1 Measured on the number of job opportunities created according to Invest In France Agency’s report 2007.
The Swedish Chamber of Commerce in France your local cooperative partner

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We offer you:

Renting of our conference room and meeting room
Organization and program planning of seminars
Organization of business events
Logistical help with trade shows and exhibitions

Make your reservations now to your business meetings and events in the Chamber of Commerce Business Centre. We deal different types of business assignments and give You the access to full equipped conference rooms in a unique environment perfect for the representation of business and events that wishes to have something out of the ordinary! Feel welcome to contact us for further information or visit us in Paris.

Welcome!

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